

University of Central Florida
Office of Institutional Equity
Search and Screening Guidelines for
Faculty and Administrative & Professional Positions

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INTRODUCTION:

The Office of Institutional Equity (OIE) developed these guidelines in collaboration with Faculty Excellence-Personnel Administration (FE-PA), Human Resources-Talent Acquisition (HR-TA), and the Office of International Collaboration and Export Control (OICEC) to assist participants engaged in the hiring process. These guidelines set forth the steps of the recruitment process, from the initial idea and need for a position through the beginning of employment with UCF. Be sure to review the additional resources provided herein as well as the resources provided on the respective offices' websites (<https://www.oie.ucf.edu/#employmentequity>; <https://facultyexcellence.ucf.edu/>; <https://hr.ucf.edu/liasons-supervisors/talent-acquisition/>; and <https://www.research.ucf.edu/exportcontrol/index.html>).

STEP 1: PREPARE FOR THE SEARCH

As with any important project, upfront planning helps to ensure success. The first step is to review the unit's strategic plan and determine if a position can help achieve the plan's goals. Having an inclusive work force should be among those goals. The next step is to obtain authority to recruit for the position within your departmental guidelines and in consultation with the budget director and next level supervisor. Once approval is received for the creation of a new position or to fill a vacant position, the hiring manager (in consultation with HR-TA, FE-PA, or OIE) develops a recruitment plan for the search. The plan should be as specific as possible, clearly defining the position's responsibilities, desired qualifications and specialty area along with a timeline for the search.

Job Postings

A well written job posting is critical for attracting qualified applicants. Typically, the hiring manager and search committee (when utilized) write the job posting. They should tailor the posting to the unit's current and future needs rather than basing it on the work and expertise of the last person who filled the position. The posting should focus on qualifications that are important to the hiring unit, such as preferred area(s) of scholarship, experience, skillset, and disciplinary background. It also should be specific about the primary job responsibilities and provide an overview of the University's commitment to maintaining a learning and work environment where all members of the UCF community feel welcomed and valued. Though job postings will vary, most should include the following:

- position title;
- essential duties, including primary and secondary job functions;
- measurable minimum and preferred qualifications;
- required or preferred licensure and certifications;
- application deadline or the date when application review begins;
- salary range or either of the following statements: "Salary commensurate with qualifications and experience" or "salary negotiable";
- statement describing the position, including specific functions, responsibilities, and relationships to other positions/reporting hierarchy;
- credentials the applicant must submit for consideration (e.g., curriculum vitae, reference letters, statement of teaching philosophy, etc.); and,
- any special instructions and/or considerations (e.g., if department budgetary constraints will prevent the department from considering candidates that require sponsorship or if the hiring manager will consider applicants who don't have the required degree at the time of their application but will have the degree at the time of their appointment), this should be stated in the job posting).

If the job posting relates to a faculty position, the description also should include:

- anticipated start date;
- academic rank;

- appointment period (e.g., 9-month, 12-month);
- tenure eligibility;
- area(s) of specialization; and,
- distribution of effort (e.g., instruction, research or other scholarly activity, service, administration, professional development).

If the job posting relates to a non-faculty position, the following situations would require the position description to be submitted to HR Compensation for review:

- It has been two years or more since the position description was last evaluated by HR Compensation, and/or
- There have been changes to the position's essential duties that may warrant reclassification.

It is important to note that the hiring manager and search committee (when utilized) should establish the selection criteria (minimum and preferred qualifications) before advertising the position.

Posting Changes

As set forth in more details below, on rare occasions a hiring manager or search committee may need to make minor edits to a posted job due to unforeseeable events or circumstances. However, this should be the exception and not a regular practice. By taking the time to carefully consider the job title(s) and corresponding job requirements prior to posting, the hiring manager and search committee increase search process efficiency and timeliness. This minimizes delays associated with re-posting the position. Depending on the requested change, the posting may need to be canceled and re-posted. Changes to faculty job requisitions should be kept to a minimum and only done as absolutely needed. All proposed faculty job requisition changes require approval by FE-PA and OIE. Please contact FE-PA and/or OIE for questions regarding posting changes.

Use of Search Firms

Units may choose to work with executive search firms to help recruit candidates for hard-to-fill or highly specialized positions or administrative/faculty positions such as Deans. Units must ensure that the search firm adheres to the university's search and hiring guidelines, as well as federal, state, and local laws that govern the search process. This includes, but is not limited to, completion of mandatory search training; use of UCF's EEO Statement in all print and electronic advertisements; good faith efforts to identify a broad, highly qualified, and inclusive candidate pool for the position; and maintenance of required documentation for purposes of Florida's public records laws and compliance with audits by the Office of Federal Contract Compliance Programs (OFCCP). The search firm must maintain a record of all individuals who were contacted regarding the search (including individuals who initiated the contact). The search

firm must make this record available to the University, upon request, for a period of four years following the date of hire in the position. This includes candidates' names and materials. Although the search firm prescreens individuals attracted from all recruitment sources to develop a qualified and inclusive applicant pool, search committee members are still required to review and evaluate all applicant materials consistent with these guidelines. Search committees may not use a search firm to anonymously rank candidates. Review [OIE Search Committee Procedures Incorporating Search Firms](#) for more information on this process.

STEP 2: ORGANIZE THE SEARCH AND HIRE PROCESS

A search is required for all vacant positions, unless specifically exempted. A search is defined as the process of filling a job or position vacancy via public announcement (“posting”) and recruitment, followed by consideration of all qualified applicants. For a description of search exemption categories, please refer to OIE’s [Request for Exemption from Posting form](#). Please contact OIE for assistance with using this form. Please note that exemptions in two categories require OIE’s approval PRIOR to extension of an offer. Also, if a UCF employee who has received notice of layoff (or has already been terminated by the university due to layoff) applies for a position and meets the required qualifications as described in the posting, they may have alternative employment preference or recall rights. In this situation, completion of the search may not be required. Please contact HR-TA for information regarding the hiring process for a candidate with confirmed UCF alternative employment preference or recall rights.

In addition to obtaining the authority to recruit for the position and creating the job posting, the hiring manager will need to determine whether the search requires utilization of a search committee and whether the position is a visiting appointment (and if so, whether a renewable or non-renewable visiting appointment). A renewable visiting appointment requires utilization of a search committee (a competitive search). A non-renewable visiting appointment does not require utilization of a search committee or search process (a non-competitive search).

Faculty Hiring

All posted faculty positions are required to utilize a search committee unless they have been exempted from the search process in one of the following ways: (1) the candidate is hired as a one-year, non-renewable visiting appointment; or (2) the hiring has been approved by OIE to be exempt from the search process.

Visiting Appointments

A visiting appointment is an appointment of a person having relevant professional qualifications when either the person or the position is not expected to be available for more than a limited period (less than one year (non-renewable) or no more than four years (renewable)). Departments planning to hire for visiting positions should determine whether candidates with UCF experience have ever served in a visiting position. Service in a non-renewable visiting role is limited to a total of one year for those candidates. Non-Unit Faculty and Administrative & Professional (A&P) candidates who have served in a non-renewable visiting position for one year are eligible to serve in another non-renewable or renewable visiting position in the following circumstances:

- 1) The candidate fills a vacant visiting position in a different department than the one(s) in which they previously served in a non-renewable visiting role and is performing different or dissimilar duties; or

- 2) The candidate fills a vacant visiting position in the same department in which they previously served in, but they are responsible for significantly new and materially different duties compared to their prior non-renewable position in that department.

Please note that if a candidate fills a visiting position after previously serving in a one-year non-renewable position, that candidate's total time in a visiting role (previous role plus current role) cannot exceed four (4) years.

In-Unit Faculty candidates who have served in a non-renewable visiting position for one year may not be offered an additional non-renewable appointment per the [collective bargaining agreement](#).

Renewable Visiting Appointments: A renewable visiting appointment is an appointment that is renewable for up to four years. These positions require the position to be posted and advertised, and a search committee is utilized in the selection of the candidate. This position cannot be extended beyond the four years.

Non-renewable Visiting Appointments: A non-renewable visiting appointment is an appointment that is limited to one year and cannot be renewed or extended. A candidate may receive a non-renewable visiting appointment without a search. This creates an exemption to the established search procedures requiring a posting for all vacancies. Accordingly, the appointment must end after one year as the University cannot make an exemption to an exemption.

Other Faculty Hiring Resources

For additional resources on the Faculty Hiring process, please contact FE-PA at acadadm@ucf.edu.

Non-Faculty Hiring

UCF fills all non-faculty positions using approved search procedures. For guidance, please contact HR-TA. If a recruitment is commenced for an A&P position that is at the Assistant Vice President, Deputy Chief level or above, the appointment will require the use of a search committee. Searches for Directors, regardless of level, require the use of an interview panel; use of a search committee is optional.

Purpose: Why UCF Uses Search Committees in the Hiring Process

The University strives to ensure that it recruits and retains an excellent and inclusive faculty, staff, and student body by partnering with search committees and stakeholders to

identify and hire the best talent and by making outreach efforts to all qualified individuals to apply for employment. The University maintains an Affirmative Action Plan (AAP) aimed at developing and maintaining a broadly representative workforce and remains committed to seeking the best-qualified person to fill each available position. With the assistance of the search committee process, candidates for employment will be assured careful and fair consideration.

In addition, UCF complies with federal and state laws and regulations that prohibit discrimination in its employment practices and prepares and implements an AAP based on its obligations as a federal contractor. Those obligations specify that the University must fairly apply procedures for employment selection, relate the selection criteria to the duties of the position, and make good faith efforts to recruit persons from groups currently underutilized by race and sex. Search committees assist the University in meeting all these legal commitments.

STEP 3: SEARCH COMMITTEE SELECTION

The search committee oversees the recruitment and screening process to ensure a fair and complete search and acts in an advisory capacity to recommend the most qualified candidates for consideration to the hiring manager. The hiring manager makes the final selection decision. Determining the composition of this group is a crucial task. Since the committee is advisory to the hiring manager, the hiring manager cannot serve on the search committee or engage in activities that may influence the search committee's process/role.

Selecting a Search Committee & Ensuring Search Training

The hiring manager typically selects the members of the search committee and names the search committee chair, who usually is a voting member. The ideal size for a search committee is three to five members (minimum of three). The limited number helps facilitate decision making and scheduling of meetings. Members should be knowledgeable about the discipline or professional field and position requirements and be available to attend all, or at least most, of the search-related meetings and candidate interviews. Committee appointments may include members of the department or unit, instructional or non-instructional employees, individuals from outside the department who are knowledgeable about the area, and/or community members such as Advisory Board members, students, or alumni.

Inclusive search committees show a good faith effort to generate a broad, highly qualified and inclusive applicant pool. Their input on recruitment strategies and interview questions allows for the representation of views of differing perspectives. The committee should include members with varying experiences and expertise and present a balanced view of the hiring unit and UCF, including having individuals of different professional and educational backgrounds. Some units may find it beneficial to involve students and staff members. Members should not be selected solely because they represent particular constituencies. Their selection should be based on the skill and judgment that they bring to the search process.

For all searches requiring a search committee, all individuals participating in the search process (including hiring managers, search committee members, search assistants, primary recruiters, and search firms (if applicable)) must complete OIE's [online Search Training](#) once every three years prior to participating in any search activities. This training focuses on establishing inclusive search committees and conducting compliant candidate evaluations and search processes. Accordingly, when selecting search committee members, the hiring manager must confirm that each proposed committee member has completed the mandatory training, which can be done by contacting their Human Resources Business Center (HRBC) representative. For searches that do not require a search committee, completion of this training is strongly recommended.

Search Participants' Roles and Responsibilities

Hiring Manager Role - The hiring manager is the person who will select the candidate to fill the vacancy. The hiring manager appoints and determines the composition of the search committee, charges the committee, and ensures that search procedures have been followed before an offer is extended. Further administrative review may take place. As set forth above, the search committee is advisory to the hiring manager; therefore, the hiring manager may not perform search committee functions or engage in activities that may influence the search committee's process/role. For additional duties, please see [Checklist – Hiring Manager](#).

Search Committee Chair Role. The search chair organizes and leads meetings and serves as the committee's liaison to the hiring manager. The search chair is responsible for leading the committee through university procedures including producing the final form of input if requested by the hiring manager. The search chair is responsible for working with the search assistant to prepare and submit the Candidate Pool Evaluation form to OIE for review and approval before preliminary interviews are scheduled. The search chair is expected to create a climate of trust, mutual respect, and consensus building. They also are expected to mediate any conflict. For additional duties, please see [Checklist – Search Committee Chair](#).

Search Committee Member Role. The committee member's role is to assess and screen candidates, follow university search policies and procedures (including requirements related to public records and open meetings laws), and act in an advisory capacity to the hiring manager. For additional duties, please see [Checklist – Search Committee Member](#).

Search Assistant Role. The search assistant is the committee's representative for procedural matters, provides administrative support, confirms that search participants have completed mandatory search training, ensures retention of required documentation, and verifies whether good faith recruitment efforts were made or if additional efforts need be made as required by federally mandated AAP placement goals. The search assistant is responsible for working with the search chair to prepare and submit the Candidate Pool Evaluation form to OIE for review and approval before preliminary interviews are scheduled. This individual is responsible for creating, maintaining, and serving as the custodian of records during the search process. The search assistant coordinates with the hiring manager and search committee chair and facilitates the recruitment process as needed, which may include processing actions in Workday and providing information and/or status updates to department chairs/school directors. The search assistant also assists the search chair with ensuring that the search process is compliant with applicable rules, regulations, and policies. For additional duties, please see [Checklist – Search Assistant](#).

STEP 4: THE RECRUITMENT PLAN

Creating a Recruitment Plan

Proactive recruitment has relevance for both UCF's organizational mission and legal compliance. Hiring managers are expected to create and implement recruitment plans with consideration for unit and University Affirmative Action Plan placement goals, annual Florida Equity Report goals, and University mission and strategic goals. The [Recruitment Plan Form](#) is documentation of proactive recruitment strategies to be implemented for a search, which requires advertising and networking reasonably expected to reach a broad, qualified, and inclusive pool of potential applicants. The hiring manager approves the advertising sources. This includes websites external to UCF, postings of the printed ads, or publication of a brief ad wording (for example, a LinkedIn post) with a reference to a university homepage posting. For faculty and A&P searches, at least one advertisement must be published on a site external to the university (this may include a website that can provide a printout of a job advertisement). Other recruitment might include phone calls, discussions at conferences, or other verbal exchanges.

Tools and resources are available on the [OIE website](#) to assist with sourcing qualified candidates from broadly representative backgrounds. For faculty searches, the hiring manager (or their designee) submits the completed Recruitment Plan Form and proposed search committee membership (if applicable) for review and approval by OIE (for faculty searches) with the job requisition. OIE will review the Recruitment Plan Form to ensure it addresses Affirmative Action Plan goals (if applicable), confirm that the proposed search committee members have completed required search training, and confirm that committee membership is representative of varying experiences and expertise. OIE approval of the Recruitment Plan Form is needed prior to the search moving forward.

For non-faculty searches, the hiring manager (or their designee) submits the completed [Talent Acquisition Recruitment Plan](#) (TARP) for review and approval to HR-Talent Acquisition with the job requisition.

Recruitment Plan Implementation

The hiring manager may retain the responsibility for implementing the advertising process or they may delegate it to the search committee chair or search assistant. This includes the published advertising, web postings, and personal contacts.

Search committee members may be asked to assist with the search process by recommending language for advertisements and proposing appropriate advertising venues. Additionally, search committee members should actively recruit qualified individuals to apply for the position using personal and professional networks and provide documentation of that recruitment activity to the search assistant. The search committee chair and search assistant will ensure implementation of the recruitment plan. The search assistant will retain copies of all job postings included in the recruitment plan to include in the search file.

Managing the Posting Process

The faculty posting process should take place after OIE's approval of the Recruitment Plan Form. The position may be posted prior to the initial search committee meeting when a search committee is utilized. However, OIE recommends that the posting take place after the initial search committee meeting and input has been provided on the posting.

Degree Requirements:

- *Faculty or A&P.* Hiring managers willing to screen candidates whose degrees are not complete should indicate criteria that they can measure during screening. As an example, "degree expected by August 20__" may be published in the posting. If degree candidates who will be qualified by the date of hire are acceptable in the candidate pool, the posting must reflect that.
- *Faculty-specific.* If Ph.D. candidates are acceptable in the candidate pool, OIE strongly encourages posting "terminal degree required by time of hire" or "ABDs considered."
- *A&P-specific.* Enrollment in the final semester of a required bachelor's or master's degree does not meet minimum qualifications for those degrees. If departments wish to consider candidates still enrolled, they must advertise and post for "[Level of degree] required by starting date." Departments requesting approval to add language that is different than the minimum qualifications should contact HR Talent Acquisition prior to posting the position.
- **It should be noted that applicants must meet the minimum qualifications as outlined in the job posting at the time of application, unless the job posting includes language that states otherwise (as described above). Applicants who do not meet the posted minimum qualifications at the time of application may not be considered for the position.**

Posting Timeframe. The hiring manager may collaborate with the search committee to set or review closing deadlines for postings.

Faculty Positions

- All Education and General (E&G) faculty positions must be posted for a minimum of two weeks, unless an Exemption from Posting Request Form has been approved by OIE. The hiring manager should establish a closing deadline of at least two weeks after the faculty position has been posted on UCF's jobs website (www.ucf.edu/jobs).
- Contracts & Grants (C&G) and Auxiliary (AUX) faculty positions must be posted for a minimum of one week.

Non-faculty Positions

- Non-faculty positions must be posted for a minimum of five business days.

Contact FE-PA at acadadm@ucf.edu or see the [Human Resources Hiring Guide](#) for more information.

Searches commonly use fixed deadlines, and the closing date should be publicized in the advertisements and recruiting contacts.

However, having an open posting is an option. Faculty and A&P searches may be conducted with advertising and recruiting that uses a phrase like “review will begin on (date) and continue until position is filled.” This entitles the search committee or hiring manager to begin reviewing applications but continue recruiting while the candidate screening progresses. The search may use this open posting language when a search is seeking candidates from many sources as it provides maximum flexibility in deadlines.

Posting Management. The hiring manager will identify the individual responsible for completing the posting process, with the assistance of the designated search assistant. This includes posting the job advertisement as required. When the hiring manager believes that the search has been successful, the posting on www.ucf.edu/jobs must be updated with a specific closing date. This is a required step to close the “open” search. An online application is required for every individual considered for selection. The system will not accept applications attempted after the established closing date.

Posting Content. Make sure the job description in the posting is clear and specific. Make sure the minimum qualifications and preferences are job-related, measurable, and correlate to expected job performance.

Minimum versus Preferred Requirements. Two of the most important components of a successful job posting are the minimum and preferred qualifications. Creating clear, measurable, performance-based qualifications allows the search committee to identify candidates who will have a higher likelihood of long-term success. The difference between minimum qualifications and preferred qualifications is as follows:

- Minimum qualifications are those an applicant must possess to be considered a “candidate” for the position. The most effective minimum qualifications are measurable and objective. Effective minimum qualifications list degree type, years and type of experience required, or a combination of these. An applicant cannot move forward in the search process or be the selected candidate if they fail to meet the minimum qualifications for the position as identified in the posting at the time they apply. There are no exceptions to this requirement.
- Preferred qualifications are those an applicant does not have to possess to be considered a “candidate” for the position; however, they are seen as “good to have” qualities that will lead to a higher level of success for the applicant. The purpose of preferred qualifications is to help the search committee narrow the applicant pool by identifying which candidates have the additional “good to have” qualities that are not required but will place an applicant amongst the top candidates.

Posting Changes. See [page 4](#) regarding changes to postings.

Other Posting Content Considerations.

The advertisement should provide candidates with application instructions, information that will help them determine whether the position matches their interests, and information about UCF's commitment to equal opportunity. All advertisements must reference the job posting uploaded to UCF's job website, and direct candidates to apply through <https://www.ucf.edu/jobs/>. Job descriptions and advertisements should make no reference to sex, age, race, national origin, marital status, religion, or other legally protected categories without approval from OIE.

Inclusive Language and Accessibility.

The job posting is an opportunity to tell a story about your college/department/program and to highlight what is valued. Inclusive language should be a part of each section of the posting. Inclusive language recognizes the power of words and aims to avoid terminology or language that could potentially exclude or cause harm. For example, be aware of gender-coded wording and avoid the use of ableist language. If a document or a link to website is included in your posting, ensure that it is digitally accessible. Also, confirm that the websites or platforms where the position is posted are digitally accessible.

To meet federal compliance requirements, use the following appropriate equal opportunity and affirmative action language in all postings (UCF EEO Statement):

“The University of Central Florida is an Equal Opportunity/Affirmative Action Employer including Disabled/Vets. Click on [UCF's Equal Opportunity Statement](#) to view the President's Statement.

The UCF affirmative action plans for qualified individuals with disabilities and protected Veterans are available for inspection in the Office of Institutional Equity, Monday through Friday, from 9:00 a.m. to 5:00 p.m., upon request.

As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.

The University of Central Florida is proud to be a smoke-free campus and an E-Verify employer.”

This language is included in the Workday posting templates. However, it is the responsibility of the search assistant to ensure that this language is included in job postings that are initiated by the hiring department/college in professional journals, association websites or job boards that are not university contracted.

Multiple positions

- **A department offering several identical positions at the same time may want to consider utilizing one recruitment for all positions instead of multiple individual requisitions, each of which requires their own search committee. This is**

accomplished by requesting an Evergreen Requisition which is the master requisition to which candidates will apply. There will be only one search committee for the multiple positions to be hired under the Evergreen requisition. The positions to which the candidates will eventually be hired are submitted as ‘*Do Not Post*’ or ‘*DNP*’ job requisitions which are linked to the Evergreen requisition. Candidates from the Evergreen requisition will be moved to the DNP requisition during the candidate screening process when they get to the reference check stage. Due to system limitations, all remaining hire processes are completed via the DNP job requisition, not on the Evergreen requisition. The descriptive information on all related requisitions must be identical and should include a reference to the number of positions anticipated to be hired from the Evergreen requisition. As an example, the ad might read, “*The Department of XYZ invites applications for four full-time, nine-month, non-tenure earning lecturer positions in ...*”

- A department offering several similarly titled positions at one time should notify candidates that an application to one does not place them in the pool for the other. As an example, a department might offer two A&P Coordinator positions, one that will edit academic materials and one that will lead orientation segments. The skills are such that candidates’ materials will not showcase them for each position. The posting for one position should notify candidates that the other requires a separate application prior to the closing date.

Sponsorship Considerations

Prior to posting the position, the hiring manager should consider the department’s existing budget to determine if it would allow it to fund sponsorship of the selected candidate who is not legally authorized to work in the United States. If the hiring manager determines those budgetary constraints would prohibit this, it is appropriate to include the following statement in the job posting: “All candidates must be legally authorized to work in the United States without requiring immigration sponsorship, including but not limited to non-immigrant visas, such as H1B, STEM, or F1, now and in the future.”

STEP 5 - SEARCH COMMITTEE MEETINGS

Charge Committee Meeting & Subsequent Search Committee Meetings

In compliance with Florida Statutes, Chapter 286, the “Open Meetings Law,” search committee meetings are open to the public and notices of the meetings must be prepared in advance. Notice templates can be found on the [Human Resources website](#). Once the meeting notice is prepared, a Workday Help case should be sent to HR Talent Acquisition requesting that the meeting notice be posted on the University calendar. The meeting notice should be submitted a minimum of 48 hours before the meeting takes place. If utilizing a virtual platform, utilize Zoom as it provides a publicly accessible link for external attendees.

Members of the public may attend search committee meetings as observers only. Committee interaction with any visitor is not required. If the visitor is disruptive during the meeting, the search chair may request that the visitor leave the meeting.

Please note that meeting notices are not required when the committee conducts candidate interviews. However, if non-search committee members are invited to attend candidates’ interviews with the search committee, these events must be publicly noticed. Further, committee meetings to discuss candidate interviews (even if they are in between interviews) require meeting notices prepared in advance, as indicated above.

During the first search committee meeting (charge meeting), the hiring manager describes the position’s essential functions, as well as the minimum and preferred qualifications. The hiring manager specifies the anticipated timeframe for the search. The hiring manager also specifies the requested work product: a list of acceptable candidates or a list of all interviewees setting forth their strengths and areas of growth. The University has determined that the candidates should not be numerically ranked or scored when provided to the hiring manager.

The hiring manager also may request committee input on additional recruitment strategies and advertising. This initial meeting also should be used as an opportunity to discuss and agree upon each action planned, the screening criteria for each round of review (prioritization of preferred qualifications), quorum, conflicts of interest, right of inclusion, and scheduling.

After the hiring manager has charged the committee, the committee will periodically communicate progress to the hiring manager. The committee normally does this through the meeting minutes, but they also may pose questions to the hiring manager during the process. In cases where the candidate pool is not suitable at some stage, the hiring manager may provide clarification to the charge or criteria and ask the committee to re-screen the applicant pool. The hiring manager may not direct the search committee to interview a specific candidate.

Additionally, minutes must be prepared for all search committee meetings. There should be a corresponding document reflecting the meeting minutes for every search committee meeting notice. During the final stage of the search process, search committee meeting minutes and

corresponding search notices must be uploaded to the selected candidate's Workday profile prior to the extension of an employment offer for OIE's overall search compliance review. Once OIE completes the search compliance review and approves, the department can move forward with extending the offer (unless the hire is subject to the foreign influence screening requirements, which would require a review and approval by OICEC prior to extending the offer).

Generally, meeting minutes should include:

- meeting date
- attendees
- the decision points of the committee
- the agreed upon quorum
- the screening criteria decided upon for each round
- the names of the candidates who met the criteria at each round
- conflicts of interests reviewed
- rights of inclusion exercised

Detailed discussions do not need to be captured in the minutes; a summary of committee discussions and decisions made is acceptable. Personal notes used in meetings, such as those made during phone call reference checks, usually are not public unless members retain them and share them or submit them as their vote. For further details on what should be included in the different types of search committee meeting minutes, please refer to the following templates:

- [Search Committee Meeting Minutes \(Initial Charge\)](#)
- [Search Committee Meeting Minutes \(Search\)](#)
- [Search Committee Meeting Minutes \(Final Meeting\)](#)

Additionally, search committee meetings should not be audio or video recorded. All committee meetings should take place as face-to-face meetings or virtual meetings. All discussions of candidates must take place during search committee meetings and should never be conducted via email (or any other electronic medium). No information regarding candidates should be discussed with individuals outside the search committee or with those not part of the selection process. This prohibition includes disclosing candidate names, information shared during interviews, and candidate evaluations. However, you should be aware that because UCF is a state agency required to comply with Florida Statutes, Chapter 119, the "Public Records Law," all search-related records are classified as public and are subject to inspections under Florida's public records laws by request unless a specific exemption in the law applies. At search committee meetings, members can exchange phone reference information as assigned (where hiring manager has assigned the reference check process to the committee), exchange interview reactions, and produce recommendations for the hiring manager.

Committee Quorum

Committees normally function on a majority vote basis, with a quorum consisting of a majority of the currently appointed members. (The actual number for a majority might change during a search if the hiring manager adds a member or a member resigns.) If a committee prefers a higher standard of attendance or agreement, that should be voted on at the initial charge meeting. The quorum provides guidance to the committee on the number of members required to be present for meetings and/or candidate interviews to take place.

Conflict of Interest

Search process participants should guard against conflicts of interest during the process. It is a conflict of interest for a hiring manager or committee member to participate in support activities for a particular candidate, such as serving as a candidate's reference. Should a search committee member believe they may have a conflict of interest regarding an applicant, the search committee member must notify the search committee chair of the nature of the potential conflict.

- Recusal required if:
 - The search committee member has had a familial or intimate relationship with the candidate, such as being a current or former significant other, sexual or romantic partner, spouse, child, parent, sibling, etc.;
 - The search committee member has a shared financial interest or endeavor with a candidate, including shared ownership of property, patents, or business interests; and/or,
 - The search committee member and the candidate have had an officially recognized supervisory relationship, including a mentor-mentee relationship, including having served as a former graduate or postdoc advisor to the other (recently, within last four years);
- Disclosure to full committee required and possible recusal if:
 - The search committee member has been a substantial collaborator on creative/scholarly work or grant applications in the past four years; and in the case of team science or similar multi-person collaborations, the search committee member should contact the chair to determine whether the collaboration is substantial enough to warrant recusal;
 - The search committee member is aware of any prejudice, pro or contra, that would impair their judgment of the case. This could include being a close, personal friend; and/or,
 - The search committee member believes that their recusal is necessary to avoid the appearance of a conflict of interest.
- All conflicts of interest and their resolution must be documented in meeting minutes.

STEP 6 – SCREENING PROCESS

Applicant Pool Representation

One of the most important objectives of the search process is to create a pool of highly qualified, broadly representative candidates. Search committees may need to use a variety of resources to reach a broad array of qualified candidates and should try to identify sources that connect with minorities, veterans, women, and individuals with disabilities, in compliance with the federal affirmative action and equal employment opportunity laws enforced by the EEOC or the OFCCP. Inclusion in recruitment helps support UCF’s mission, vision, and strategic plan. Also, it is important to think broadly about search criteria (rather than narrowly defining the search). For example, consider what education and/or experience is required rather than preferred. Consider alternative education, experiences, and/or achievements that will yield desired outcomes.

Where a search involves a position for which there is an AAP placement goal and the search committee has reviewed the applicant pool to determine which candidates have met the minimum qualifications, the search assistant and/or the primary recruiter will review the UCF HR Pipeline Diversity Metrics – Gender/Ethnicity report (available in Workday) for this pool. This report indicates candidates’ self-identification of protected class status by race/ethnicity and sex. The applicant pool meeting the minimum qualifications should include representation from the group for which there is an AAP placement goal. If the applicant pool includes representation, the search may proceed forward. If the applicant pool does not include this representation, the search assistant and/or primary recruiter should contact OIE (for faculty searches) or HR-TA (for non-faculty searches) for guidance. OIE and HR-TA will assess whether the search has reasonably reached the appropriate candidate pool through robust and effective recruitment efforts but nevertheless lacks broad representation. If sufficient good faith recruitment efforts were made, the search will proceed further. If broader recruitment actions are necessary, OIE and HR-TA will provide guidance on how to enhance the outreach.

Mitigating the Impact of Stereotyping in the Search Process

A stereotype is defined as “something conforming to a fixed or general pattern; especially – standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, prejudiced attitude, or uncritical judgment.”¹ Stereotypes can be formed from our past experiences, where we may learn to place people and objects in categories or label individuals in certain ways. Most of the time, we are unaware of this possible labeling or group process. While grouping things that are similar is helpful when sorting an enormous amount of information, organizations, leaders, and employees must take care to question their assumptions. They must recognize that one person does not represent all the demographic categories they pertain to.

Search participants can start developing awareness by discussing stereotypes at the search charge meeting. They may invite the hiring manager or a Human Resources Business Center

¹ <https://www.merriam-webster.com/dictionary/stereotype?src=search-dict-box>

(HRBC) representative to review the possible negative impact of stereotyping in the search process. The following are some steps search participants can start taking today to prevent stereotyping from negatively impacting the search process:²

Initial review of applications

Develop a plan for the initial review of all applications. Examples of successful and inclusive practices include:

- As a committee, define how candidates can satisfy the minimum and preferred qualifications using objective criteria and standards for reviewing applicants before you begin the screening process. Then, use these criteria and standards consistently when reviewing each candidate.
- Each search committee member is expected to review the application materials from all candidates to accurately assess their credentials during the screening process.
- Create an evaluation rubric or scoresheet to standardize the priorities and process for evaluation.

Interview candidates

- Use structured and consistent interviews.
- Create interview questions that align directly with the job role.
- Avoid questions that are not job-related and can illicit extraneous personal information.
- Review the [Acceptable and Unacceptable Interview Questions](#) guide.

Screening Candidates

There is more than one appropriate approach to assess applicants, and it may be useful for the search committee to conduct multiple levels of screening. The initial screening will be for the minimal, measurable qualifications (e.g., highest degree) (round 1). Thereafter, the search committee may conduct additional screenings for preferred qualifications to narrow down the candidate pool. The source of the information used to screen the candidates should be based on the application, curriculum vitae, and other documents provided by the candidate. After screening, interviews may be conducted (in person or virtually) to further assess candidates before determining which candidates will be invited for a campus interview. However, prior to conducting these preliminary candidate interviews in faculty searches, the search assistant must submit the Candidate Pool Evaluation to OIE for review and approval (see below). Preliminary interviews in faculty searches cannot take place until OIE completes its review and approves the search moving forward. Interviewing candidates without OIE's approval risks the search being found noncompliant and possibly leading to a failed search.

While screening candidates, the following guidelines should be adhered to:

- The evaluation of applicants should be impartial and equitable, based solely on the qualifications that are noted in the job posting and the documented information provided by the applicant in their application materials.

² <https://www.linkedin.com/advice/0/how-do-you-avoid-stereotyping-bias-hiring>

- Utilize an evaluation rubric to ensure that all candidates are subject to the selection criteria consistently. Use preferences and different screening techniques at round two and beyond. Committees apply those techniques using published preferred criteria, reference check information, phone interviews, personal interviews, and other screening techniques.
- All candidates should be asked the same initial questions, with follow-up questions as needed to clarify the candidate’s experience or qualifications as related to the initial question.
- Everyone participating in the interview process should be made aware of the interview questions that are either illegal to ask, are irrelevant to their assessment of the candidate’s qualifications for the position, or otherwise raise a risk of creating a legal claim. See [Acceptable and Unacceptable Interview Questions](#).
- All interview methods should be consistent for each candidate that the committee screens. For example, if the first round of interviews is conducted virtually, conduct all interviews virtually regardless of the geography of any candidate.

Screening Rounds

- Round One Actions Required: Screen for minimum qualifications as specified in the advertisements, recruitment materials, and job announcement. Committees must screen for a specific degree level required in a posting by verifying degree award on or before the closing date for the posting. Committees may consider a degree completed if the candidate’s degree-granting university certifies it in advance of a scheduled commencement ceremony. Departments willing to screen faculty or A&P candidates whose degrees are not complete should indicate criteria that they can measure during screening. As an example, “degree expected by August, 20 ” must be published in the job posting. If degree candidates who will be qualified by the date of hire are acceptable in the applicant pool, the posting must reflect that. The hiring manager or search committee members should review all application materials and decisions should be based on materials presented. Where AAP placement goals are a consideration, the search assistant and/or primary recruiter confirms applicant pool inclusivity by reviewing Workday UCF HR Pipeline Diversity Metrics – Gender/Ethnicity report; when the applicant pool does not include representation of the AAP placement goal group, the search assistant should consult with OIE (faculty searches) or HR-TA (non-faculty searches) before proceeding. Candidates not meeting minimum qualifications will remain in Screen-Round 1-Did not meet minimum disposition in Workday.
- Round Two Actions Required: Identify those who demonstrate some or all the preferred qualifications. Prior to scheduling preliminary candidate interviews in faculty searches, the search committee chair, in collaboration with the search assistant, must prepare the Candidate Pool Evaluation Form and submit this to OIE for review and approval (applies to faculty searches only). If candidates meet minimum qualifications, but only some preferred qualifications, they should be retained in either one of the following statuses in Workday:
 - Screen or Assessment – Round 2 - Meets Minimum Qualifications Not Hired-Not Interviewed, or

- Screen or Assessment – Round 3 – Meet Preferred Qualifications Not Hired-Not Interviewed
- Subsequent Rounds: Results of interviews and review of application materials can be categorized to begin the process [i.e., Strong, Moderate, Weak]. The committee may start the subsequent rounds with “Strong” candidates for screening. Refined criteria should not result in applying changed, unadvertised criteria. For the finalist round, a minimum of three candidates must be invited to interview unless the search committee chair or search assistant obtains approval from OIE (faculty searches) or HR-TA (non-faculty searches) to waive this requirement and to move forward with less than three finalists.
- Finalists’ interviews (See page 20 for Interviewing guidance).
- **Screen all candidates and record the results of votes on all.**

Candidate Pool Evaluation Form (applies to faculty searches only)

The Candidate Pool Evaluation Form is the search documentation providing evidence that each candidate was evaluated against the same set of objective criteria (as described in the job posting). The Candidate Evaluation Form is prepared by the search committee chair in collaboration with the search assistant and is submitted to OIE for review after the search committee has screened all applicants for minimum and preferred qualifications and prior to scheduling preliminary interviews.

OIE will review the Candidate Pool Evaluation Form to ensure that all candidates were assessed by the committee in a consistent manner based on the same set of objective criteria. OIE also will assess the effectiveness of the recruitment plan in attracting a broad, highly qualified candidate pool.

Screening Considerations.

- Absentee Voting: Absentee voting is permitted at any of the early rounds. Committee members should be present to participate in the discussion of the committee’s final recommendations to the hiring manager. Committees should determine the procedures for absentee voting during the initial search committee charge meeting if they envision using it. “Proxy” voting is not approvable; it substitutes another person’s judgment for that of the appointed search committee member.
- Confidential Materials: Confidential materials may not be accepted and considered by the committee. If received, they should be held in a separate file. The candidate should be notified that the materials did not fulfill the application requirements. The search assistant should seek the candidate’s release of the materials or request new materials to complete the application file.
- Degree Requirements:
 - Must screen for a specific degree level required in a posting by verifying degree award on or before the closing date for the posting.
 - May consider a degree completed if the candidate’s degree-granting university certifies it in advance of a scheduled commencement ceremony.

- Experience Requirements:
 - *Faculty-specific.* Faculty ads may indicate criteria that the committee can measure during screening, such as “potential for research program in areas including (subdisciplines)” or “experience in online instruction.”
 - *A&P-specific.* Human Resources will assist committees in clarifying “appropriate experience” for A&P candidates. Normally, it includes experience gained within that occupational category. A&P experience externally or at UCF will be valid for meeting A&P minimum qualifications.
 - *OPS-specific.* When candidates have OPS experience within the University, or when their experience is external, committees should assess their applications and determine their qualifications. Committees should assess UCF experience in a regularly classified position according to the occupational classification (professional, clerical, etc.).
- Incomplete Applications:
 - This applies only after the initial application is submitted.
 - The application is considered incomplete if it does not include all documents as required by the job posting (job posting includes language such as “must” or “required” regarding application documents).
 - If the candidate did not meet requirements at all stages, the committee may document that fact as the reason the candidate did not advance.
 - In the best interest of the University, continued attempts to recruit the candidate are entirely appropriate.
- Right of Inclusion (also known as a Motion to Reconsider):
 - A committee member may request the Right of Inclusion following any vote that excludes a candidate. The committee member must specify why the candidate should have advanced at this round compared with the criteria, and the committee should discuss the candidate further.
 - The Right of Inclusion may not be exercised by anyone other than a search committee member.
 - The search committee votes again on whether to move the candidate forward following this discussion. If approved, the candidate is advanced. If denied, the candidate is not advanced.
 - This process must end before the vote that advances candidates to the interview round. Majority vote determines the candidates selected for interview.
 - A committee member may invoke the right of inclusion more than once during a search. However, committees should limit the use of the right of inclusion to once per candidate per round in each search.
 - The minutes should reflect use of this procedure.
 - The Right of Inclusion is part of the search process and does not require adoption by the committee.
- Use of Rating or Point Values:
 - OIE discourages rating on point values because validity is questionable.
 - Committees should advance similarly-situated candidates in cohorts.
- Use of Subcommittees:
 - Search committees may work in subcommittees during the early screening rounds; however, all committee members must consider each candidate’s materials.

- A procedure calling for subcommittee results announced to the full committee allows the full committee to vote and to exercise the right of inclusion if necessary.
- Use of Tests/Assessments: If a hiring manager or search committee seeks to use an assessment test as part of the search process, the hiring manager must obtain prior approval from HR-TA (for non-faculty positions) or OIE (for faculty positions) in advance of using the test. Please note that employment tests must be validated and include documentation that they meet applicable legal and regulatory requirements.
- Withdrawal of Candidacy: Candidates must withdraw online.
- Open Postings and Candidates: The committee should screen timely candidates in open postings according to the same criteria, within “rounds” or screening stages, if they keep advancing. For example, if the committee has screened most of the candidates through Round Four already, a new candidate does not proceed directly to Round Four. The committee applies minimum criteria at Round One, then subsequent rounds, until the committee no longer includes the candidate with others in the round under consideration. The remaining steps determine the timetable for the rest of the search. If the committee completes much of the screening before the posted closing date, final screening of candidates after the closing date might be the only task left. In many cases, the screening will proceed round by round, addressing all candidates at once. Minutes are likely to reflect this pattern. With “fixed deadline” searches, it is more likely that each meeting will address one set of criteria for all candidates considered. Departments should be aware that they must apply search criteria to all timely candidates and offer interviews based on comparative merit.

Interviewing

Preliminary interviews may be conducted in-person, by phone, or virtually. For faculty positions, preliminary interviews may not be scheduled without OIE’s prior approval of the Candidate Pool Evaluation form, which is prepared and submitted by the search committee chair and/or search assistant. It should be noted that virtual interviews are a time-efficient, cost-effective method for evaluating top qualified applicants to help arrive at a list of finalists. Search committees or hiring managers can assess whether the candidate can articulate and effectively expand upon information provided in the submitted materials. Committees must conduct interviews consistently with all candidates to ensure a fair and equitable process.

Interviewing candidates prior to the job posting closing date is allowed. Caution: The search committee cannot deny a timely candidate who is qualified for an interview because the search expended the interview budget prior to the closing date.

Once the finalists have been identified, the hiring manager may ask committee members and other faculty members in the department to participate in the interviewing of candidates. Participants in the candidate interview process have an opportunity to provide feedback for consideration in the selection decision. The interview is an opportunity for the candidate, the hiring manager, the department faculty and staff, and the search committee to learn about each other to determine if the candidate, the position, and UCF are a good match for each other. Please note that if the candidate is only conducting a presentation, this does not need to be publicly noticed.

Regardless of the format chosen (in-person, phone, or virtual), interview questions must be structured in the same order and allow an equal amount of time for each candidate to respond. In accordance with federal and state laws and University policies, interview questions must be job-related and not pertain to a protected status, such as race, gender, age, national origin, religion, sexual identity, disability, or veterans' status.

For senior level positions, interviews may start as virtual, but finalists should be brought to campus for in-person interviews before making an offer. Senior level positions are identified as Assistant Vice President (AVP) and above or Assistant Vice Provosts and Associate Deans and above. For senior level positions, having at least three on-campus finalists is the University's practice. However, having two on-campus finalists instead of three is permissible when there have been at least two virtual rounds beforehand (this includes preliminary/phone interviews), with the most recent round having at least three people.

Number of Applicants Required for Interviews & Interview Waivers.

For faculty and A&P positions, scheduling three or more applicants for interviews is the University's practice. This supports university policy and federal selection guidelines that the interview stage of the selection process is competitive. Two interviewees would be a rare circumstance. OIE would recommend reconsideration of the alternate pool and consideration of supplemental recruiting first. In situations where a minimum of three candidates for final interviews has not been achieved, the search committee chair, search assistant, or hiring manager must obtain prior written approval from OIE (faculty searches) or HR-TA (non-faculty searches) to waive this requirement and to move forward with less than three finalists. On-campus interviews are recommended, but not required for faculty and A&P finalists' interviews.

Preparing for the interview.

Some preparation will help to facilitate a smooth, efficient, and orderly process for the candidate and the interviewers. Ensuring that the candidate is informed and comfortable will maximize their ability to present their knowledge, skills, and abilities during the interview.

Preparations should include:

- Hiring manager and search committee members should review [AcceptableUnacceptableQuestions.pdf](#) and prepare for conducting the interviews;
- Search assistant should develop an interview schedule ensuring an equitable process is offered to each candidate, and inform candidates of the agenda for their finalist interview;
- Search assistant or search committee chair should provide evaluation/rating worksheets to attendees of finalist interviews;
- Designate someone (hiring manager, search committee member, or designee) to be the candidate's guide for the day.

Interview Accessibility and Responding to Candidate's Accessibility Needs

Below are some recommendations to make the overall interview process more accessible for candidates.

- Consider the accessibility of the physical environments where the search committee intends to conduct the interview process;
- If conducting the interview online, offer to set up a time with the candidate in advance of the interview to test the platform and technology.

If a candidate indicates that they need an accommodation based on a disability, pregnancy, pregnancy-related condition, or religious practice in order to participate in the search process, contact OIE at <https://www.oie.ucf.edu/#accommodations>, oie@ucf.edu, or (407) 823-1336. OIE offers funding to assist departments in the cost of implementing disability-related accommodations.

On the Day of the Finalist Interview.

- Provide a warm welcome to the candidate;
- Have the candidate meet with the hiring manager, department colleagues, department partners, and search committee members;
- Assess individuals' abilities to perform the essential functions of the position;
- Consider providing a campus tour;
- End the campus visit on a positive note but don't make a premature offer; instead inform candidates of a general timeline for next steps in the hiring process;
- If applicable, reimburse a candidate for expenses soon after the end of the finalist interview; and,
- Avoid questions about anything not job-related that might reveal race, disability, or other protected class information such as questions about club affiliations, fraternal organizations, or memberships.

Visit [OIE website](#) for interviewing tips and best practices.

Responses to common questions about interviewing.

- Committees need not repeat an interview when the University interviewed a candidate recently (within 90 calendar days) for a similar position. Occasionally, a candidate interviews for two or more positions (within 90 calendar days) a short time apart. If the candidate had an appropriate opportunity to interact on campus with the potential colleagues and supervisors, the University may consider those earlier results without a second interview.
- Interviews of internal candidates or interim appointees should be consistent with those offered to external candidates. Equal opportunity guidelines call for offering the same experiences for all candidates to succeed in the search. No matter how well the candidate knows search committee members or the hiring manager, the interview opportunity to discuss plans, goals, and experiences is standard. That said, the itinerary may skip tours of campus or briefings by related departments.

- Payment of expenses is the responsibility of the hiring department.
- Campus interviews are a standard component of the hiring process.
- Include all voting members in the final vote of whether to move a finalist forward to the hiring manager: Assessment of the best candidates is the main purpose of the screening process. It is one of the committee's last but most important tasks. Include the whole committee, in person if possible. The committee will advance the approximate number of candidates requested by the hiring manager. The format might be "names, strengths and weaknesses" or "names of acceptable candidates in alphabetical order." Minutes or a memo recording this action should be included in the search file.
- Under no circumstances may the hiring manager extend a faculty offer or a guarantee of a position prior to issuance of an Employment Agreement by FE-PA.

Reference Checks

The hiring manager may assign the search assistant or the committee to perform the preliminary reference checks. References are required for external and internal searches, including for regular and visiting line positions. The candidate may supply contact information. Reference questions should focus on the likely success of the individual in the posted position, but also should validate the CV (position title, dates, responsibilities). Check references thoroughly; double and triple check negative or neutral references, assuming the committee is using the standard of advancing candidates only with excellent references. Verify position titles, dates of employment, and duties. Ask candidates to clarify any inconsistencies between reference results and information they supplied. If the committee identifies inconsistencies between the CV and the reference check or other authorized sources of information, the committee should take effective steps to determine accurate information. OIE recommends use of a standard format of questions by every member during reference checks. Impressions of job-related qualities such as stability, interpersonal skills, and sense of responsibility are all acceptable areas of questioning. Questions may cover service contributions if they are relevant to position duties.

The hiring manager and/or committee members have the authority to call anyone with job-related knowledge. However, the hiring manager and/or the committee should notify the candidate in advance of their intent to contact individuals other than the references the candidate provided so as not to endanger the candidate's current employment if their employer is unaware of their job search.

The individual conducting the reference check is responsible for documenting this step. Employment references may be completed using the Workday reference check process. Alternatively, they may be completed using the appropriate employment reference form ([A&P Reference Form](#), [Faculty Reference Form](#), or [USPS & OPS Reference Form](#)). Such documents will be included in faculty files or uploaded as attachments to the online file. When references are completed by the committee, the committee will use the reference results as a screening round. They will vote to advance each candidate, yes or no. Please note that the unit must obtain the prior approval of OIE (for faculty references) or HR-TA (for non-faculty references) to use alternative reference questions that are not included on the above-referenced forms.

OIE advises against seeking or developing employment-related information from personal websites or social media sites. As a federal contractor required to comply with Executive Orders and OFCCP Directives, the University takes several measures to offer voluntary self-identification: confirming on the application that race, sex, and disability identification is voluntary, eliminating “date of high school graduation” from all applications, asking about employment eligibility instead of national origin, as examples. This specific information should not be shared with the committee or the hiring manager. Furthermore, it should be noted that the use of personal websites or social media sites may result in the acquisition of similar personal information on candidates, which could then be used as a factor in decision making or create the perception that the personal information was a factor. This could result in violation of the federal laws enforced by the EEOC or OFCCP.

A&P References. A&P positions require a minimum of two employment references from a supervisor/manager in the chain of command. Departments should contact Talent Acquisition when unable to obtain employment references for guidance.

Faculty References. Faculty positions require a minimum of three reference checks. Minimally two must be *phone* references rather than written. Please note that employment references conducted via Workday may be considered as *phone* references. Academic Affairs and OIE strongly recommend that committee members call non-listed references to develop a balanced profile of candidates’ strengths and areas of growth. If a letter of recommendation is included as one of the references, the date of the letter should not exceed more than a year from when a conditional offer is extended. Letters directed to UCF describing the candidate’s fit with the vacant position are most pertinent. It is the University’s decision to categorize the references received as “excellent” (or not).

Recommendations to the Hiring Manager

The format for the search committee’s recommendations to the hiring manager might be written comment sheets or discussion with the hiring manager. If the committee creates written records, they must preserve them, and the hiring manager is responsible for the preservation of all search-related documents. Please keep in mind that the University has determined that the candidates should not be numerically ranked or scored when provided to the hiring manager.

STEP 7: AFTER FINALISTS' INTERVIEWS AND PRE-OFFER TO CANDIDATE

The hiring manager should gather candidate feedback from all interviewers. Upon consideration of finalists' qualifications, search committee recommendations (if a committee was utilized), and candidate feedback from interviewers, the hiring manager will select a candidate for hire.

Search Process Review

At the conclusion of the finalists' interview process for faculty positions, the search assistant and/or recruiter will facilitate the search process review for OIE review and approval. All search committee meeting minutes, search meeting notices, job advertisements, transcripts (if applicable), waivers/exemptions (if applicable), the search committee's final recommendations for the hiring manager, the recruitment plan (if revised), and the selected candidate's references should be uploaded to the candidate's Workday profile (**note** that these documents should be uploaded in the 'Attachments' tab, under the 'Other Documents' section, which is not visible to the candidate). Please see the "[Checklist – Faculty Offer Documentation](#)" for further details. After OIE approves this submission, the hiring unit may proceed with the employment agreement process.

Disposition of Screened Candidates

Disposition codes track why candidates did not advance in the selection process. For all faculty and non-faculty positions, the appropriate disposition code for each candidate should be selected in Workday following the finalists' interviews.

Foreign Influence Screening Review

If an individual requires screening through the UCF Foreign Influence Screening Process, **before** offering the position to the individual, the hiring manager (or their designee) must obtain the required screening approval through Workday. If screening is required, the selected candidate must be approved through the Screening Process before an employment offer of any kind (i.e., written or verbal) can be extended. Please click [Foreign Influence Screening requirements](#) for more information. Please note, the hiring unit can choose to screen multiple finalists instead of just the selected candidate.

STEP 8: OFFER

The hiring manager's final responsibility is presentation of an approved written offer to the selected candidate. Hiring managers may inform selected candidates that they have been recommended for consideration and the timeframe prior to official offer. This encourages candidates to continue considering employment with the university. However, the University only considers an Employment Agreement as an authorized offer.

Once a final candidate is determined, the hiring manager facilitates the offer process by effectively communicating with HRBC and FE-PA and managing all steps. Maintaining communication with the candidate is critical. Continue communicating with the final candidate to show interest in their candidacy as well as to avoid them accepting another job offer as you navigate the offer process. Regarding faculty, after the candidate is hired, members of the search committee should maintain contact with the new employee to ensure they feel welcomed and included in the college/department by introducing them to other colleagues. Unsuccessful candidates also should receive timely notification that they did not advance in the search.

Please note that the kNEXT team completes a criminal background check on all selected candidates when an offer is submitted for approval. The hiring manager may request that a background check be run prior to final selection. The purpose of any background check is to determine whether criminal history is such that it would preclude a candidate from being hired. A criminal history is not necessarily a bar to employment. The criminal history of a finalist will be carefully considered by Human Resources against their qualifications for the position, taking into consideration the needs of the university and the requirements of the position.

OTHER SEARCH PROCESS CONSIDERATIONS

Securing Supporting Documents and Retention of Public Records

As set forth above, the hiring manager is responsible for retention of all public records (such as correspondence and application materials) and may delegate this role to the search chair or search assistant during the search. The search assistant may work in an area other than the hiring department (such as that of the non-departmental search committee chair). The search assistant coordinates online processes and acknowledges supplemental materials. Search assistants may use email for all such communications. Faculty search files include recommendations and documentation of final selection procedures. These may include committee recommendations; committee votes; different levels of approval prior to the Dean, Director, or Vice President; and other steps taken to confirm the selection of the candidate.

The University must retain all search materials for four years for potential equal opportunity and affirmative action compliance reviews.

Search Process Logistical Considerations.

Technological aides can be useful to increase members' participation in decisions at many steps. OIE notes the following "approvable" options but none of these are requirements. The following are possible strategies that committees may choose without need for prior OIE approval.

- Email committee scheduling.
- Email "attachments" of minutes circulated for committee review.
- Conference calls or videoconferencing arrangements for members at another location for one meeting. This flexibility applies only to meetings where the off-site member can participate fully. If the agenda for the meeting includes such actions as a campus interview, or exchange of reference-call results, off-site participation may not be sufficient for including that member in a decision-making action.

Virtual "screening interviews" of candidates by the committee. Note: The selected screening interview format must be applied consistently to each candidate, and virtual interviews do not replace in-person interviews for senior roles as previously noted (unless due to state or federal law travel restrictions, unexpected flight cancellations, or pandemic-related reasons).

Communication with Candidates

Candidates might request specific responses to questions during the search process. This may take the form of asking for guidance about improving their credentials for the future or asking why they did not advance in this search. Committee members, search assistants, and hiring managers are not required to provide verbal details on the process or actions. The minutes are public documents and convey accurate descriptions of actions taken. The procedure for requesting public records is available from the [UCF General Counsel website](#). Workday only automatically notifies candidates of disposition at screen and assessment stage when declined. Stages beyond the screen and assessment stage will require manual notification efforts by either the hiring manager, primary recruiter, or search assistant.

Unless otherwise stated in the job posting, candidate inquiries about the search should be directed to the designated HRBC representative(s) assigned to the job requisition.

Exemption from Posting and Search Requirements

Generally, the University of Central Florida posts, recruits and conducts searches for all vacancies to ensure an equal opportunity to compete for employment and comply with federal law. However, OIE will approve exemptions to the posting and search requirements in very narrow limited circumstances. These circumstances include:

1. Interim appointment or visiting appointment where the appointment duration is for no longer than one year (non-renewable, visiting appointment).
2. Candidate seeking to be hired is an individual named in a grant as the Principal Investigator or as an individual that plays a significant role in administration or research. “Significant” role is generally considered as 0.51 FTE or greater role assigned to the grant. “Administration or research” excludes positions for which local recruitment is normally conducted, such as professional, office administration, technical/paraprofessional, or similar. The hiring manager must provide the approved budget documentation (cover page and line item where the individual is named), the grant documentation that references the employee’s name and grant position title/role, along with OIE’s exemption form to receive approval prior to hiring the candidate.
3. Position is a 0.50 FTE or less. This applies to positions not covered by a collective bargaining agreement.
4. Position qualifies for an internal search process. Approval by OIE (faculty position) or by HR-TA (non-faculty position) must be obtained in advance of conducting the internal search and appointment.
5. Vacancy filled by successful participants in designated, university-approved professional development programs (i.e., Leadership Empowerment Program). Approval by OIE must be obtained in advance of appointment.
6. UCF Faculty Recruitment Program (Partner Program – Tenure Track/Tenured or NTE. Contact Faculty Excellence at facultyexcellence@ucf.edu for details about this program).
7. Department demonstrates that the appointment of the identified candidate should be made in the best interest of the university. Approval by OIE must be obtained in advance of appointment.

All Requests for Exemption from Posting require the approval of the hiring manager’s next level supervisor, as well as the appropriate Dean, Provost, and/or Vice President. If the next level supervisor and the Provost, Dean, or Vice President are the same, they would sign in both areas of OIE's request form. For further information about these search exemption categories, please refer to the “Request for Exemption from Posting” form on the [OIE website](#).

Faculty Internal Searches

UCF permits an internal search for a faculty position when no vacant position exists to support a new full-time set of responsibilities. For example: A full-time Associate Dean’s responsibilities filled by a member of the college’s faculty. To review Internal Search guidelines for faculty positions, please refer to the [OIE website](#). Internal searches require OIE to pre-certify the exemption from external posting via [the Request for Exemption from Posting Form](#), which is prepared and submitted by the hiring manager. Search committees are required for internal faculty searches for vacant positions that support a new full-time set of responsibilities. Administrative appointments for responsibilities less than full-time do not require an internal search. For example: A full-time faculty member who coordinates the graduate program in exchange for course release.