

**University of Central Florida**  
**Office of Institutional Equity**  
Search Committee Procedures Incorporating Search Firms

When the University of Central Florida utilizes a search firm, the search procedures continue to comply with applicable guidelines. Those include:

- U.S. Department of Labor, Office of Federal Contract Compliance Programs Guidelines for Federal Contractors: <http://www.dol.gov/ofccp/>
- U.S. Equal Employment Opportunity Commission Uniform Guidelines for Selection: [http://www.eeoc.gov/policy/docs/qanda\\_clarify\\_procedures.html](http://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html)
- Search and Screening Guidelines, University of Central Florida: <http://www.oie.ucf.edu/>
- Faculty Hiring Guide, University of Central Florida: <http://provost.ucf.edu/files/Faculty-Hiring-Guide.pdf>
- A&P Hiring Guide, University of Central Florida: [http://hr.ucf.edu/files/AP\\_Hiring\\_Guide.pdf](http://hr.ucf.edu/files/AP_Hiring_Guide.pdf)

### **Casting a wide net**

The University engages a search firm to assist with targeted recruitment for a vacant position. Each action by the search firm must comply with the University's equal opportunity and affirmative action policies.

During recruitment, the **search firm** may:

- Contact a diverse pool of possible candidates, encourage their interest, and provide pertinent information about the vacancy
- Seek nominations from knowledgeable colleagues in the discipline or administrative area of specialty
- Coordinate the placement of ads developed by the University search committee and approved by the hiring official
- Receive initial indications of interest from individuals, such as using an online site established by the search firm
- Inform individuals whether the search firm will recommend advancement to the committee for consideration, based on meeting minimum qualifications

The search committee or designee may perform any of the steps above.

### **Creating an approvable applicant pool**

The search firm prescreens individuals attracted from all recruitment sources. The search firm creates an approvable applicant pool by developing a list of men and women representing at least two race/ethnic groups who meet the minimum qualifications for the position. The **search firm** must:

- Agree to provide appropriate records in cases of a compliance or complaint review. This includes the name and disposition of any individual who expressed interest in the position. The search firm must transmit this information within seven days of a request by the University.
- Utilize at least one non-university source from which they can print the recruitment advertisement. The search firm specializes in targeted, individual contacts. The University encourages this strategy but also requires use of at least one printable source (a non-University printed or online recruitment ad) for each search.

Search firms must document an approvable pool for serious consideration by examining the race/ethnicity and sex composition of the applicant pool. This follows determination of minimum qualifications. The **search firm** must:

- Direct all individuals who express interest in the position and who meet the minimum qualifications to the University's Online Recruitment system, where they may complete an application. The system offers voluntary self-identification of race/ethnicity and sex, with the appropriate explanation of the confidential usage of the information. See <https://jobs.ucf.edu>.
- Confirm that all individuals who will be considered for interview have completed the UCF online application

### **Involving the committee at all steps**

The search firm contacts individuals and organizations using its own resources and adds individuals to the developing list of possible future applicants. The committee members and the faculty or other members of the University community may suggest names to the search firm or make contacts to encourage individuals to contact the search firm and discuss the position.

During the screening process, the **search firm** must:

- Utilize the recruitment materials provided by the committee and the hiring official. This may include a full-length description of the position, a shorter version referring candidates to a website for details, or supplemental materials.
- Make the credentials of all applicants available to committee members. The search firm may maintain its own online database for this purpose. The list of individuals included in the search firm's outreach and networking may be larger than the list of applicants.

The U.S. Department of Labor defines applicants as individuals who expressed interest in the position, who complied with requests within the process (such as providing a *curriculum vitae* to the search firm or completing the University's Online Application process), and who did not withdraw.

- Prepare a list of applicants who meet minimum qualifications for the committee to review for approval. The search firm's list may include broad information and useful columns such as degree, employment history, summary of relevant administrative experience, and other job-related factors for committee members' consideration.

- Maintain practices consistent with University records. Examples: if the committee selects 10 applicants for the search firm to research further through phone and personal contact, the minutes will reflect the names of those 10 applicants. The search firm should present information only on those applicants.  
The search firm must use only non-discriminatory factors in determining whether a reference check is positive and must apply those factors consistently to each applicant.
- Integrate with the committee actions, such as which preliminary references a committee member or the search firm will contact for a specific applicant

### **Documenting the search process**

The search firm maintains a record of all individuals who were in contact regarding the search (no matter who initiated the contact). The search firm makes this available to the University, upon request, for a period of three years following the date of hire in the position. This includes names and materials.

The search firm provides access to credentials such as *curriculum vitae*, statements of administrative philosophy, or vision statements for all applicants during the search process. Within 14 days after the University confirms an accepted offer for the position, the search firm provides a method of permanent electronic access to all applicants' materials. This may include a CD or flash drive. It excludes password access to the search firm's online records.

The University creates a record of all sources used in recruitment, including summaries of actions taken by the search firm. The search firm may utilize targeted outreach to potential applicants, place the ads in paper or online sources, contact relevant academic organizations, or take other actions. The record must summarize the types of steps taken.

### **Further information**

Individuals who expressed interest in a position might form a belief that the University has failed to meet its obligations to prevent discrimination. There are internal and external remedies for such individuals. UCF OIE lists "Resources – Discrimination Complaints" in a tab on the OIE website. Please contact:

Office of Institutional Equity  
University of Central Florida, 12701 Scholarship  
Drive  
Suite 101  
Orlando, FL 32816-0030  
Telephone (407) 823-1336  
[oi@mail.ucf.edu](mailto:oi@mail.ucf.edu)  
<http://www.oie.ucf.edu>

UCF OIE 6/13, 5/17, 3/21