

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

(Effective April 11, 2007, revised 7/10, 1/11, 6/13, 8/13, 9/14, 3/15, 3/17, 7/19, 2/23)

Contents

INTRODUCTION:	3
STEP 1: PREPARE FOR THE SEARCH	3
Job Postings	3
Use of Search Firms.....	4
STEP 2: ORGANIZE THE SEARCH AND HIRE PROCESS	5
Faculty Hiring	5
UCF Faculty Recruitment Program	5
Visiting Appointments	6
Non-Faculty Hiring.....	6
Purpose: Why UCF Uses Search Committees in the Hiring Process.....	7
STEP 3: SEARCH COMMITTEE SELECTION	7
Selecting a search committee & ensuring search committee training.....	7
Search Participants’ Roles and Responsibilities	8
Search Committee Training (Required).....	8
STEP 4: THE RECRUITMENT PLAN.....	9
Creating a Recruitment Plan	9
Recruitment Plan Implementation	9
Managing the Posting Process	9
Inclusive Language and Accessibility.....	11
Multiple positions	12
Sponsorship Considerations.....	12
STEP 5 - SEARCH COMMITTEE MEETINGS	13
Charge Committee Meeting & Subsequent Search Committee Meetings	13
Committee Quorum	14
Conflict of Interest	14
STEP 6 – SCREENING PROCESS.....	15
Applicant Pool Diversity.....	15
Mitigating Bias in the Search Process.....	16
Screening Candidates.....	16

Screening Rounds	17
Candidate Pool Evaluation Form (<i>applies to faculty searches only</i>)	18
Screening Considerations.....	18
Interviewing	20
Reference Checks.....	22
Recommendations to the Hiring Official	24
STEP 7: AFTER FINALISTS' INTERVIEWS AND PRE-OFFER TO CANDIDATE.....	24
Search Process Summary Review	24
Disposition of Screened Candidates	24
Foreign Influence Screening Review	24
STEP 8: OFFER.....	25
OTHER SEARCH PROCESS CONSIDERATIONS.....	25
Securing Supporting Documents and Retention of Public Records.....	25
Search Process Logistical Considerations.....	26
Communication with Candidates	26
Exemption from Posting and Search Requirements.....	26
Faculty Internal Searches	27

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/liaisons-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 a diverse 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 diversity and inclusion. Though job postings will vary, most should include the following:

- position title;
- essential duties, including primary and secondary job functions;
- minimum and preferred qualifications;
- required or preferred licensure and certifications;
- application deadline or the date when application review begins;
- anticipated start date;
- 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, this should be stated in the job posting).

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

- 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).

It is important to note that the hiring official 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, it is inevitable that on rare occasions, a hiring official 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 time to carefully consider the job title(s) and corresponding job requirements prior to posting, the hiring official and search committee increase search process efficiency and timeliness. This minimizes delays associated with re-posting the position. 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 Faculty Excellence-Personnel Administration (FE-PA) and the Office of Institutional Equity (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, including having UCF's EEO Statement appear on all print and electronic advertisements; making efforts to identify a diverse, inclusive candidate pool for the position; and maintaining 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 diverse applicant pool, search committee members are still required to review and evaluate all applicant materials consistent with these guidelines. 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 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](#). For assistance with using this form contact OIE. 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 Human Resources-Talent Acquisition 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 official 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 non-renewable visiting appointment does not require utilization of a search committee.

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 through the [UCF Faculty Recruitment- Program](#); (2) the candidate is hired as a one-year, non-renewable visiting appointment; or (3) the hiring has been approved by OIE to be exempt from the search process.

UCF Faculty Recruitment Program

A candidate for a faculty position may be hired without having been screened by a search committee when they are hired through the UCF Faculty Recruitment Program. Candidate eligibility must be approved by OIE prior to extending an offer. The Provost, or official designee, will make the final authorization to extend an offer to a UCF Faculty Recruitment program candidate. Please be aware that if the Provost/official designee decides not to extend an offer to a program candidate and the candidate seeks a faculty position, that candidate must apply

to a posting and be screened by a search committee through the process set forth in more detail below.

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 non-posted visiting position. Service in a non-posted visiting role is limited to a total of one year for those candidates. Candidates who served in a non-posted visiting position for one year are eligible to serve in another non-posted visiting position in the following circumstances: (1) the candidate fills a vacant, non-posted visiting position in a different department than the one(s) previously served in a non-posted visiting employee performing different or similar duties; or (2) the candidate fills a vacant, non-posted visiting position in the same department but is responsible for significantly new and materially different duties compared to their prior non-posted visiting duties in that department. Service in a visiting role (non-posted, posted, or a combination) is limited to a total of four years anywhere at the University. Departments should notify candidates whose service exceeds the limits that they are not eligible for appointment in the visiting role.

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 refer to the *Faculty Excellence Faculty Hiring and Appointments Guide* and the *Inclusive Faculty Hiring – Faculty Excellence* document on the [Faculty Excellence website](#).

Non-Faculty Hiring

UCF fills all regular positions using approved search procedures. For guidance, please contact Human Resources-Talent Acquisition. If a recruitment is commenced for an A&P position that is at the Senior/Executive Director, Assistant Vice President, or 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, diverse, 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 commitments.

STEP 3: SEARCH COMMITTEE SELECTION

The search committee oversees the recruitment and screening process to ensure a fair and complete search and act in an advisory capacity to recommend the most qualified candidates for consideration to the hiring official. The hiring official makes the final selection decision. Determining the composition of this group is a crucial task. Since the committee is advisory to the hiring official, the hiring official cannot serve on the search committee.

Selecting a search committee & ensuring search committee training

The hiring official 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 meetings. 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.

Diverse search committees show a good faith effort to generate a diverse applicant pool, and their input on recruitment strategies and interview questions allows for the representation of views of diverse constituencies. The committee should include members with varying experiences, perspectives, and expertise and present a balanced view of the hiring unit and UCF, including having individuals of different genders, ages, ethnic, 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 faculty searches initiated on or after July 1, 2022, all hiring officials and search committee members must complete OIE's online Search Committee Training once every three years prior to participating in any search activities. Accordingly, when selecting search committee members, the hiring official must confirm that each proposed committee member has completed the mandatory training, which can be confirmed by contacting OIE. While not required for non-faculty searches, completion of this training is strongly recommended.

Search Participants' Roles and Responsibilities

Hiring Official Role - The hiring official is the person who will select the candidate to fill the vacancy. The hiring official appoints and determines the composition of the search committee, charges the committee, and ensures that candidate pools are diverse and 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 official; therefore, the hiring official may not perform search committee functions.

Search Chair Role. The search chair organizes and leads meetings and serves as the committee's liaison to the hiring official. The search chair is responsible for leading the committee through university procedures including producing the final form of input if requested by the hiring official. The search chair is expected to create a climate of trust, mutual respect, and consensus building. They also expected to mediate any conflict.

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 to act in an advisory capacity to the hiring official.

Search Manager Role. The search manager is the committee's representative for procedural issues and documentation. This individual is responsible for creating, maintaining, and serving as the custodian of records during the search process. The search manager coordinates with the hiring official and search committee chair and facilitates the recruitment process as needed, including processing actions in Workday and providing information and/or status updates to department chairs/school directors. The search manager also assists the search chair with ensuring that the search process is compliant with applicable rules, regulations, and policies.

Search Committee Training (Required)

As set forth above, for all searches initiated on or after July 1, 2022, all hiring officials, individuals serving on a faculty search committee, and individuals serving in a search manager role must complete OIE's online Search Committee Training once every three years prior to participating in any search activities. This training focuses on establishing inclusive search

committees, creating inclusive and compliant candidate evaluation and search processes, and understanding the impact of bias on the search process. It is the responsibility of the hiring official to confirm that proposed search committee members have completed this training prior to their participation.

STEP 4: THE RECRUITMENT PLAN

Creating a Recruitment Plan

Proactive recruitment has relevance for both diversity and organizational mission. Hiring officials 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 qualified, diverse pool of potential applicants. The hiring official approves the advertising sources, at least one of which must be printable. This includes websites external to UCF that can provide a printout of a job advertisement. Tools and resources are available on the [OIE website](#) to assist with sourcing qualified candidates from diverse backgrounds. Once completed, the hiring official (or their designee) submits the Recruitment Plan Form and proposed search committee membership (if applicable) for review and approval by OIE (for faculty searches) or HR-TA (for non-faculty searches) with the position requisition. OIE will review the Recruitment Plan Form to ensure it addresses affirmative action plan goals, confirm that proposed search committee members have completed required search committee training, and that committee membership is diverse.

The hiring official will identify the individual responsible for completing the advertising process (search committee chair or search manager). This includes the published advertising, web postings, and personal contacts. The hiring official may retain this responsibility or delegate it to the search committee chair or search manager.

Recruitment Plan Implementation

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. The search committee chair and search committee manager will ensure implementation of the recruitment plan.

Managing the Posting Process

The 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 officials 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 Talent Acquisition prior to posting the position.

Posting Timeframe. The hiring official may collaborate with search committees who are involved in the initial search process to set or review closing deadlines for postings.

- 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 official 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 must be posted for a minimum of five business days.

See the *Faculty Excellence Faculty Hiring and Appointments Guide* and the [Human Resources Hiring Guide](#) for more information. The closing date should be publicized in the advertisements and recruiting contacts.

Searches commonly use fixed deadlines; however, having 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 (date) and continue until position is filled.” This entitles the search committee or hiring manager to begin review and keep searching as 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 official will identify the individual responsible for completing the posting process, with the assistance of the designated search manager. This includes posting the job advertisement as required. When the hiring official 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 that you decide upon are job-related and should 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.
- 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.

Consider broadening your view of what level or kinds of knowledge, skills, and abilities can be predictive to better reflect diversity in the discipline and/or experiences of candidates.

Posting Changes. See page 4 regarding changes to postings.

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. For more information regarding Inclusive Language, review the [Faculty Excellence Equity-Minded Hiring Guide](#). 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. All qualified applicants will receive consideration for employment without regard to sex, gender identity, sexual orientation, race, color, religion, national origin, disability, protected Veteran status, age, or any other characteristic protected by law. Click on [UCF's Equal Opportunity Statement](#) to view the President’s statement. As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request. The UCF's affirmative action plans for qualified individuals with disabilities and protected Veterans are available for inspection in the Office for Institutional Equity, Monday through Friday, from 9:00 a.m. to 5:00 p.m., upon request.”

This language is included in the Workday posting templates. However, it is the responsibility of the search manager 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 consider all candidates for all the positions. This may be accomplished by requesting an Evergreen Job Requisition in Workday. Notice that the department is recruiting for several identical positions that should appear in ads and job postings. Additionally, the hiring department must secure approval on the individual supporting job requisitions prior to requesting an Evergreen Job Requisition. As an example, the ad might read, “Candidates for these Instructor positions will be considered for all three vacancies.” Cross-referencing is especially important in similar A&P searches: “Candidates for these A&P positions will be considered for all three vacancies.”
- 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 official 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 official 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 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.

Members of the public may attend 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, 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 committee meeting), the hiring official describes the position’s essential functions, as well as the minimum and preferred qualifications. The hiring official specifies the anticipated timeframe for the search. The hiring official 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 official.

The hiring official also may request committee input on additional recruitment strategies and advertising. 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. 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, and scheduling.

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

Additionally, minutes of the search committee meetings must be prepared for all committee meetings. There should be a corresponding document reflecting the meeting minutes

for every search 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. Minutes should include:

- the decision points of the committee
- 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, share them or submit them as their vote.

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. 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, that information may be available once a candidate accepts an invitation to an on-campus interview. Because UCF is a state agency required to comply with Florida Statutes, Chapter 119, the "Public Records Law", all records are classified as public and are subject to inspections under Florida's public records laws unless a specific exemption in the law applies. At search committee meetings, members can exchange phone reference information as assigned (where hiring official has assigned the reference check process to the committee), exchange interview reactions, and produce recommendations for the hiring official.

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 official 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 official 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;
 - 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;
 - 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 Diversity

One of the most important objectives of the search process is to create a diverse pool of highly qualified candidates. Search committees may need to use a variety of resources to reach a broad array of qualified, diverse candidates, and should try to identify sources that connect with minorities, veterans, women, and people with disabilities. Diversity 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.

Once the search committee has reviewed the applicant pool and determined which candidates have met the minimum qualifications, the search manager will review the EEO report for this pool. That online report indicates candidates’ self-identification of protected class status by race/ethnicity and sex. The applicant pool with the minimum qualifications should have more than one gender and at least two different racial or ethnic groups. If the applicant pool has this diversity, the search may proceed forward. If the applicant pool does not meet these requirements, the search manager should contact OIE (for faculty searches) or Talent Acquisition (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 diversity. 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 Bias in the Search Process

Unconscious bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. These associations develop over the course of a lifetime beginning at a very early age through exposure to direct and indirect messages. "Everyone possesses them, even people with avowed commitments to impartiality such as judges."¹

Unconscious bias in the search process should be mitigated. If not, these attitudes or stereotypes can unconsciously affect our understanding, actions, and decisions, therefore compromising the integrity of the search process. Each search committee member is encouraged to explore their own potential biases and learn how bias can impact their evaluation of others by taking the [Harvard Implicit Bias test](#).

Ways to mitigate implicit bias:

- Be intentional about compositional diversity of the search committee to include individuals with equity-minded competencies;
- Have a direct conversation about bias, the unintended consequences, and how the committee will address concerns of this nature;
- Recruit broadly to further diversify the pool of applicants;
- Ensure the entire application of each candidate is reviewed by all members of the committee;
- Put a process in place that requires all committee members or other faculty involved to construct their feedback prior to being influenced by other members of the group;
- Require the use of standard questions so that no candidate receives an advantage/disadvantage from questioning practices; also ensures faculty can assess all candidates' responses equally.²

Screening Candidates

There is more than one appropriate approach to assess applicants, and it may be useful for the hiring manager or search committee to conduct multiple levels of screening. Typically, the initial screening will be for the minimal, objective qualifications that are gleaned from the application and the vita (e.g., highest degree) (round 1). Thereafter, screening interviews may be

¹ "Understanding Implicit bias." *Kirwan Institute for the Study of Race and Ethnicity*, <https://kirwaninstitute.osu.edu/article/understanding-implicit-bias>. Accessed 16 Feb. 2022.

² Sandoval, J (2021), *University of Central Florida Inclusive Faculty Hiring Guide*, <https://facultyexcellence.ucf.edu/wp-content/uploads/sites/9/2021/05/equity-minded-hiring-packet.pdf> Accessed 16 Feb. 2022.

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

- The evaluation of applicants should be objective and equitable, based solely on the qualifications that are noted in the job posting.
- The utilization of 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 applicant'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.
- 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 " may be published. If degree candidates who will be qualified by the date of hire are acceptable in the applicant pool, the posting must reflect that. Hiring official or search committee members should review all application materials and decisions should be based on materials presented. Search manager confirms diversity by reviewing EEO report.
- Round Two Actions Required: Identify those who demonstrate some or all of the preferred qualifications. Prior to preliminary candidate interviews in faculty searches, OIE must review and approve the Candidate Pool Evaluation Form (applies to faculty searches only).
- 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 obtains approval from OIE (faculty searches) or HR-TA (non-faculty searches) 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. The Candidate Evaluation Form is prepared by the search committee chair and is submitted to OIE for review after the search committee has screened all applicants for minimum and preferred requirements and prior to 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 qualified, diverse 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 official. 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 manager 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. Administrative or professional 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 online application is complete.
 - The entire application may consist of that online form and supplemental documents as requested in the job announcement.
 - 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 specifies why the candidate should have advanced at this round, compared with the criteria.
 - Committee vote follows this discussion. If passed, 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.
 - Committees should limit the use of the right of inclusion to once per candidate per round in each search.
 - A committee member may invoke the right of inclusion more than once during a search.
 - The minutes should reflect use of this procedure in the minutes for administrative review.
 - This is a standard procedure, which 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.
 - OIE discourages strict adherence to years-and-months criteria beyond the minimum level in A&P positions where such review often is required.
 - Use of Subcommittees:
 - Search committees may work in subcommittees during the early screening rounds; however, all committee members must review 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 approval from HR-TA (for non-faculty positions) or OIE (for faculty positions) in advance of using the test.
 - 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. It should be noted that virtual interviews are a time-efficient, cost-effective method for initially evaluating top qualified applicants to help arrive at a list finalists. Search committees or hiring officials 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 official 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. This interview is an opportunity for the candidate, the hiring official, 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.

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 roles, interviews may start as virtual, but finalists must be brought to campus for in-person interviews before making an offer. Senior roles are identified as Assistant Vice President (AVP) and above or Vice Provosts and Associate Deans and above. In-person finalists' interviews may have a minimum of two finalists ; however, there must have been at least two virtual rounds beforehand, with the most recent round having at least three people.

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 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.

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. 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 official and search committee members should review [AcceptableUnacceptableQuestions.pdf](#) and prepare for conducting the interviews;
- Search manager 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 manager or search committee chair should provide evaluation/rating worksheets to attendees of finalist interviews;
- Designate someone (hiring official, search committee member, or designee) to be the candidate's escort 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 an applicant indicates that they need an accommodation 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 accommodations.

On the Day of the Finalist Interview.

- Provide a warm welcome to the candidate;
- Have the candidate meet with the hiring official, 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 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) 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 official, the interview opportunity to discuss plans, goals, and experiences is standard. 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 final vote: 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 official. 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 official extend a faculty offer or a guarantee of a position prior to issuance of an Employment Agreement.

Reference Checks

The hiring official may assign the committee to perform the preliminary reference checks. The candidate may supply contact information. The committee should concentrate its questions 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 all are acceptable areas of questioning. Questions may cover service contributions if they are relevant to position duties.

Hiring officials and/or committee members have the authority to call anyone with job-related knowledge. However, the hiring official 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. This may include use of the applicant tracking system reference check process. 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.

OIE strongly recommends against seeking or developing employment-related information from personal websites or social media sites. As a federal contractor required to comply with OFCCP executive orders, 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 isn't shared with the committee for each candidate. However, 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 is then used as a factor in decision making potentially in violation of the federal laws enforced by OFCCP.

A&P References. A&P positions require two or more phone references from a supervisor. Departments should contact Talent Acquisition when unable to obtain employment references from a current/previous supervisor for guidance.

Faculty References. Faculty positions require three or more reference checks. Two or more must be phone references rather than written. 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.

Utilize updated letters of reference (*faculty only*). The goal of this stage is to determine the current opinion of academically or professionally qualified people about this candidate. Letters directed to UCF describing the candidate's fit with the vacant position are most pertinent. Letters

that are more than one year old do not help the university meet its goal and are not acceptable. It is the University's decision to categorize the references received as "excellent" (or not).

Recommendations to the Hiring Official

The format for the search committee's recommendations to the hiring official might be written comment sheets or discussion with the hiring official. If the committee creates written records, they must preserve them, and the hiring official is responsible for the preservation of all search-related documents.

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

The hiring official 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 official will select a candidate for hire.

Search Process Summary Review

At the conclusion of the finalists' interview process for faculty positions, the hiring official (or designee) will facilitate the search process summary review for OIE review and approval. All search committee meeting minutes, search meeting notices, the search committee's final recommendations for the hiring official, and the selected candidate's references should be uploaded to the selected candidate's Workday profile (**note** that these documents should be uploaded to the Attachments section that is not visible to the candidate). After OIE approves this submission, the hiring unit may proceed with the offer 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 official (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, if screening is required for multiple finalists, the hiring unit can choose to screen multiple finalists instead of just the selected candidate.

STEP 8: OFFER

The hiring official's final responsibility is presentation of an approved written offer to the selected candidate. Hiring officials may inform selected candidates of recommendation and 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, take all reasonable measures to speed up the offer process by effectively communicating with HR-TA 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 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 official 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 official 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 manager during the search. The search manager might work in an area other than the hiring department (such as that of the non-departmental search committee chair). The search manager coordinates online processes and acknowledges supplemental materials. Search managers may use email for all such communications. Faculty search files include recommendations and documentation of final selection procedures. These may include committee recommendations; total faculty 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.

- Emailed committee scheduling.
- Emailed "attachments" of minutes circulated for committee review.
- Website posting of the printed ads, or publication of brief ad wording with a reference to a university homepage posting. At least one advertisement must be published on a site external to the university (this may include a website). Other recruitment might include phone calls, discussions at conferences, or other verbal exchanges.
- 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. No committee member, Search Manager or Hiring Official is 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](#).

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. However, OIE will approve exemptions to the posting and search requirements in 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 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 official must provide the approved budget documentation (cover page and line item where the individual is named) along with OIE’s exemption form to receive approval prior to hiring the candidate.

3. Position qualifies for an internal search process. Approval by HR-TA (non-faculty position) or OIE (faculty position) must be obtained in advance of conducting the internal search and appointment.
4. Vacancy filled by successful participants in professional development programs (i.e., Leadership Empowerment Program). Approval by OIE must be obtained in advance of appointment.
5. Position is filled through the Faculty Recruitment Program. OIE approval is obtained as part of this program’s process.
6. 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 Exemption from Posting Requests require the approval of the next level supervisor (who, at a minimum, must be the Dean, Provost, and/or Vice President). 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. 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.