Search and Screening Guidelines
Faculty

UCF Equal Opportunity and Affirmative Action
EO AA Search and Screening Guidelines 3.15
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Hiring Official

• Role: The person who will make the final decision on the selection
• Responsibilities: Appoints search committee chair and search committee members, EO/AA has asked that your best effort be made to create a diverse committee (at least one male, one female and two races)^
  – Never a member of the committee
  – Charges the committee
    • Describes the functions of the position, requirements and preferences
• Receives recommendations from the search committee
Search Committee Chair Checklist

- **Organization**
  - Committee membership list
  - Designates Search Manager
  - Designated a Diversity Advocate

- **Procedures**
  - Discuss a quorum for committee action, if different from a simple majority vote
  - Note opportunity to use Right of Inclusion

- **Meetings**
  - Receive charge from hiring official
  - Prepare advertisements
  - Discuss timetable for screening
  - Conduct Round One credentials review for minimum qualifications
  - Apply Round Two criteria, usually preferred qualifications; set criteria for further rounds
  - Contact Suzanne Lin for an EO/AA demographic report of candidates left in the pool after round two
Search Committee Chair Checklist cont’d.

• Meetings continued
  – After reviewing demographic information, if the pool is not diverse consider additional recruitment^  
  – Arrange interviews as instructed by hiring official  
  – Designate phone reference checks to committee members  
  – Prepare final recommendations for hiring official to include candidates interview results summary, teaching, research and diversity goals^  
  – Prepare final committee records for use by hiring official
Search Manager

- **Definition:** the university representative for procedural issues and documentation who is considered the custodian of records during the search process.
  - Please note search materials must be kept for four years for potential EO/AA compliance reviews.
- **Responsibilities:** Creation and maintenance of hiring records. Coordinates with the hiring official and search committee chair.
Search Committee Members

- Group of 3 or more
- Best effort to be diverse—one male, one female and two races
  - Other potential search committee members can be peers to the position, alumni, staff, or community members who know about the professional field to add diversity if necessary.
- Diversity Advocate should make tangible efforts to recruit for diversity
- Knowledgeable about the discipline
- Available for all (at least most) meetings including interviews
- Have no conflict of interest
  - Potential candidates for the position:
    - cannot be part of the committee, cannot be involved in the establishment of the job posting or screening criteria
  - Committee members cannot serve as a candidate’s reference
- Screen pool of applicants
- Make advisory recommendations to the hiring official
Search Committee Procedures

- Face to face meetings
  - Search committee meeting notices must be posted in HR at least 48 hours prior to the meeting
- Create meeting minutes
  - Minutes should be approved (preferably) before another meeting takes place
- Establishment of criteria
- Review documents
- Determine if pool of qualified candidates is diverse after the first round of screening takes place (minimum qualifications)
- Discussion of candidates
- Exchange of information
- Interviews—preferably face to face *see slide regarding Skype
- Final vote
- Recommendations to the hiring official
Search Committee Minutes

- Official title/rank and position number
- Date, time and location of meeting
- Attendees
- Agenda
- Include decision points of the committee
- Criteria for each round and how they were applied
- Refer each candidate by name and action taken
- Keep in mind that minutes should have just enough information without being overly detailed
Search Committee Screening Guidelines

• Round 1-Minimum qualifications always. Decision may be made based on materials presented
• Round 2-Usually identifies those who demonstrate some or all of the preferences
• Contact Suzanne Lin for an EO/AA demographic report of candidates left in the pool after round two.
• After reviewing demographic information, if the pool is not diverse consider additional recruitment
• Subsequent rounds-Categorized to begin the process (ie: Strong, Moderate, Weak)
  – Ranking candidates may be done by categories as above.
• Incomplete applications
• Confidential materials
• Withdrawals
Search Tips

• All applicants must be screened equally according to the same criteria with the screening stages or rounds, as long as they keep advancing
• The UCF online posting must be posted with a closing date before a selection is made
• Communicate with applicants
• Practice affirmative action
• Check references thoroughly
• Avoid questions that are not job related that might reveal race, disability, or other protected class information
Interviewing

• Schedule three or more applicants preferably for face to face interviews*see slide regarding Skype
• Assess individuals’ abilities and desire to perform the essential functions of the position
• Some discussions of expected salary may be made at interview, departments are encouraged to explore only (not commit).
  – Under no circumstances may an offer or guarantee of position be made prior to the issuance of an employment agreement
Final Steps

• All search committee members should vote
• The committee will advance the approximate number of candidates requested by the hiring official
• The format might be “names, strengths and weaknesses” or just “names in no order”
• Minutes or a memo recording this action should be included in the search file
• Hiring official will provide a written request to hire to the dean, if approved a faculty agreement will be requested
  – Only an authorized offer is considered an offer when the Provost approves the faculty employment agreement and the background check has been cleared.
  – A contingent offer can be made while waiting on the background check to clear
*Skype or Teleconferencing Interviews*

Skype interviews can be conducted in lieu of face to face interviews if necessary.

**Tips:**

- All applicants need to be treated the same, there cannot be any type of advantage for someone coming in to do a face to face interview in comparison to someone via Skype.
- We must not consider a candidate’s ability to Skype or access to Skype (for cost-saving reasons or otherwise) as a factor in whether to select him or her.
**100 Hires**

- Basic information: UCF Marketing has created a campus wide marketing blitz, this marketing campaign basically exposes UCF’s strengths, and shows why people would want to work at UCF.

- There are specific things that we need to do regarding advertising in order to get the best exposure possible for these 100 hires:
  - When creating your outside ads, I will be reviewing them for the usual content but also I will be identifying the faculty postings that are part of the 100. The advertisement will need to have contact information for the search committee chair. As always we want you to advertise where we will get the most exposure to qualified and diverse candidates. The President has been kind and will be paying for advertisement in the “Chronicle of Higher Education”. Please keep in mind that this is ONLY for the faculty postings that are part of the 100. So when filling out the posting information on the People Admin sight the Chronicle for Higher Education should be selected as a source of advertisement.
  - Other faculty advertisement-If you need assistance with any other outside advertisement (not part of the 100), I have information that may save your department money
Recruiting a Diverse Faculty

- Include the appropriate equal opportunity and affirmative action language in all postings, as follows: “UCF is an equal opportunity/affirmative action employer. All qualified applicants are encouraged to apply, including minorities, women, veterans, and individuals with disabilities. As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.”
- Make best efforts to assemble a search committee that is diverse by at least by race/ethnicity and sex.
Also consider other diversity characteristics such as age, sexual orientation, disability, etc. Consider obtaining members from outside the department or outside of UCF (e.g. community partners; business leader; alumni) if necessary to add diversity.
- All search committee members should take a few of the following Harvard Implicit Association Tests (IATs) prior to the first search committee meeting: [https://implicit.harvard.edu/implicit/takeatest.html](https://implicit.harvard.edu/implicit/takeatest.html) Race IAT, Asian IAT, Native IAT, Arab/Muslim IAT, Gender-Career or Gender-Science IAT, Sexuality IAT, Disability IAT, Age IAT.

  O It is recommended that each search committee member take at least 2 of these

- Recruit for diversity. Constantly recruit minorities and women by knowing where to find them, staying in touch with associations and schools successfully supporting or graduating minorities, etc. Email the job posting to career or placement and alumni offices at minority-serving institutions- especially those that award doctorates in your field. Consider diverse life experiences, backgrounds, research interests related not only to race/sex but age, religion, disability, sexual orientation, economic status, etc.
• Hiring official or search chair should consider tasking one committee member (Diversity Advocate) with helping the committee successfully consider diverse perspectives and credentials, regardless of her or his race or sex.

  o The Diversity Advocate should make tangible efforts to recruit for diversity and those efforts should be part of the search committee file. (ex: copies of emails sent out to associations, schools, career, placement and alumni offices supporting or graduating minorities, etc.)

• Assess the race/sex diversity of the applicant pool, at least after screening for minimal qualifications. Your HR liaison who has “Hiring Manager” access to PeopleAdmin can provide group (not individual) race/gender data. Should have at least two men and two women of at least three different racial groups at earlier stages (first and second rounds) and at least a male and female of two different racial groups at a later stages (third and final rounds). Consult IKM data for the demographics of the CIP code for the degrees and years of experience required: http://ikm.ucf.edu/facts-figures/national-doctoral-data/.

  o After rounds 1 & 2, a general list of demographics should be provided to the committee by Suzanne Lin.
Recruiting a Diverse Faculty cont’d.

- If the pool is not diverse, consider additional recruitment or re-review previously eliminated candidates to be sure that selection factors are applied fairly.

- Assess how the final round candidates meet your department’s (1) teaching, (2) research and (3) diversity goals. Include this information in the search committee’s recommendation to the hiring official.

  - Provide the recommendations to the hiring official taking into consideration all aspects of the search including teaching, research and diversity goals.

Edited by S.Lin

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