

## COLLEGE OF HEALTH AND HUMAN PERFORMANCE HIRING, SEARCH AND SCREEN PLANNING PROCESS

The College of Health and Human Performance is committed to actively pursuing excellence in faculty recruitment. In pursuit of this objective, all faculty searches in HHP are to be consistent with university policies and procedures. Search Committee Members should review in its entirety the *class titled "Hiring at UF GET251"*<sup>1</sup> and must successfully complete the certification process. Certificates can be acquired by completing the University's on-line tutorial<sup>2</sup>. Certificates of completion are filed within the HHP Dean's Office.<sup>3</sup>

Fundamental principles underlying the hiring process include:

The administrative officers responsible for each appointment must determine faculty sentiment concerning incumbent and prospective department heads and colleagues, and they must seriously take such sentiment into account.

- Mechanisms for accurately gauging faculty opinions are essential. A decision contrary to the expressed wishes of a majority of the faculty of the affected department requires a compelling reason.
- Specific methods of including broad faculty participation in the process will enhance the institution's reputation, aid in recruiting the best faculty, promote a positive relationship between the faculty and the college/university administration, and ensure that all levels of the university function effectively.

The following procedures are intended to provide guidance in that process.

<sup>1</sup> "General Note: This Toolkit provides guidance for good searches to further high priorities of the University and its mission. The requirements for Search Committee members to complete information Tutorials or Workshops and undertake a Viable Outreach Process (VOP) and for Deans or their designees to review and confirm the VOP are obligations of members of the University community. Failure to fulfill these obligations may be grounds for the University to impose consequences. However, as to any applicant, this Toolkit does not constitute a University regulation, policy or procedure in itself and searches that do not adhere in any particular way to this Toolkit are not, for that reason, invalid or improper searches. University regulations, policies and procedures in effect from time to time and as interpreted by the University continue to govern searches and hiring and supersede any summaries of such regulations, policies and procedures in this Toolkit if there are any inconsistencies. Provisions of applicable collective bargaining agreements in effect from time to time govern in the event of any inconsistency with any provision of this Toolkit." (*Faculty Recruitment Toolkit*, retrieved on-line).

<https://learn-and-grow.hr.ufl.edu/toolkits-resource-center/human-resources-toolkits/faculty-search-committee/>

<sup>2</sup> Available at: <https://learn-and-grow.hr.ufl.edu/courses-registration/compliance-training/> (see: GET251 Hiring at UF)

<sup>3</sup> Certificates indicating completion of a University sponsored recruitment tutorial or workshop is required of all Search Committee members upon appointment and prior to participating in a search, if recruitment workshop information has not previously been obtained or the certificate indicating completion is no longer in effect. This is an expectation equal to Committee meeting attendance and application review.

COMPONENTS	PROCEDURES; RESPONSIBILITIES	DATE COMPLETED
<b>Search Commences</b>	Unit head obtains permission from Dean to begin search and completes the CHHP Request to Hire and Commitment Summary Form: <a href="http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-amp-forms-page/Request-to-Hire-and-Commitment-Summary.pdf">http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-amp-forms-page/Request-to-Hire-and-Commitment-Summary.pdf</a>	
<b>Search Committee Formation: Chair and Membership</b>	<p>Dean/Department Chair appoints, with</p> <ol style="list-style-type: none"> <li>1) consultation from faculty;</li> <li>2) attention to diversity in rank, research orientation;</li> <li>3) stakeholder representation (faculty, staff, students).</li> </ol> <p>No less than 3/4 of members must be faculty members of the department or unit concerned. One member of the search committee must be from outside the department.</p> <p>Certificates indicating completion of the GET 251 Hiring at UF is required of all Search Committee members upon appointment and prior to participating in a search. Instructions for enrollment in training tutorial: <a href="https://training.hr.ufl.edu/instructionguides/careersatuf/searchcommittee_viewapplicants.pdf">https://training.hr.ufl.edu/instructionguides/careersatuf/searchcommittee_viewapplicants.pdf</a></p> <p>The Dean's Approval of requests to invite candidates to campus is contingent on compliance with this requirement.</p> <p>Unit head submits the names of the search committee to the Associate Dean for Faculty Affairs for approval<sup>4</sup>.</p> <p>The Search Committee may not proceed to the next step in this process until approval is secured.</p>	

<sup>4</sup> All documents for approval should be submitted to the Associate Dean for Faculty Affairs. In all cases where approval is required, the Search Committee may not proceed to the next step in this process until that approval is secured and can be verified (i.e., copy of electronic or paper approval).

COMPONENTS	PROCEDURES; RESPONSIBILITIES	DATE COMPLETED
1. <b>Committee Preparation</b>	<p>Ground rules for committee work (identifying a spokesperson; screening process evidence-based; confidentiality; non-member visitors; process for keeping department faculty informed about the search). The Unit head provides goal for approximate number of finalists invited to campus for an interview.</p> <p>All searches will utilize the university's on-line application system at: <a href="https://jobs.ufl.edu/">https://jobs.ufl.edu/</a></p> <p>In accordance with Florida's Open Meetings and Open Records Laws: <a href="https://www.myfloridalegal.com/open-government/frequently-asked-questions">https://www.myfloridalegal.com/open-government/frequently-asked-questions</a>; search committees must post notices of meetings 3-7 days before gathering on the College-designated website, conduct an open meeting if the public chooses to attend, and maintain basic minutes. All written documents, made or received by the search committee, are public (with few exceptions). Committee members may not discuss any matter facing the search committee outside an open meeting and that anytime two or more committee members are gathered the Open Meeting Law is in effect.</p> <p>Information on all individuals who were hired and reasons for rejections, selection or non-selection of candidates as well as documents recording the recruitment and selection process and criteria for selection should be maintained for a period of three years from the date the position is filled.<sup>5</sup></p> <p>The Associate Dean for Faculty Affairs (or designees) attend the first meeting of the Search Committee, provides relevant information and answers committee questions about the search process.</p>	

<sup>5</sup> These records include the following: The names of search committee members and the chair; A copy of the position description and any additional forms, Position Vacancy Announcement, and External Advertisements; Press releases and other publicity materials; A list of colleagues and professional organizations from which nominations were solicited; List of applicants and nominees; Approved viable applicant list; Candidate files, i.e., letters of application, resumes/vitae, transcripts, letters of recommendation, examples of letters sent to applicants and nominees; and list of interviewees and examples of questions posed in the interview process.

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<b>2. POSITION DESCRIPTION</b> Developed and submitted for approval.	<p>Must include: nature of position; start date; required qualifications; responsibilities; screening deadline/rolling deadline<sup>6</sup>; request for list of references; contact person; equal opportunity/non-discrimination statement; information on Florida's "Sunshine Law."</p> <p>Search Committee Chair submits to Associate Dean for Faculty Affairs for approval.</p> <p>The Search Committee may not proceed to the next step in this process until approval is secured.</p>	
<b>3. RECRUITMENT PLAN AND ADVERTISING PLAN</b>	<p>Identification of appropriate outlets, with attention to diverse audiences, plans for personal networking, and print and electronic media, as appropriate.</p> <p>On-line advertisements must be in a national professional publications/sites (e.g., The Chronicle of Higher Education or Inside Higher Ed) and:</p> <ul style="list-style-type: none"> <li>• Be viewable to the public without payment of subscription and/or membership charges</li> <li>• Advertisement must be posted for a minimum of 14 calendar days</li> <li>• Documentation of the placement of an advertisement in an electronic or web-based national professional journal must include evidence of the start and end dates of the advertisement placement and the text of the advertisement.</li> </ul> <p>Search Committee Chair may submit to Associate Dean for Faculty Affairs for approval for any comments or suggestions.</p> <p>The Search Committee may not proceed to the next step in this process until approval is secured.</p>	

<sup>6</sup> When a "rolling deadline" is applied, a date indicating when the Search Committee will begin reviewing applications should be advertised. This advertisement should include a statement similar to the following: "To ensure full consideration, vitas, dossiers and statements of intent to apply should be submitted by <specify date>, when the Search Committee will begin reviewing applications. Applications received after this date may be considered at the discretion of the Committee and/or Unit head." If the Search Committee considers any application after the mentioned date, it should consider all applications until a closing date is established. After a Viable Outreach Process report has been completed or at another point toward the end of the process, a closing date for receiving additional applications may be indicated on the on-line recruitment system (a closing date should be established on or before an offer is made). Search Committees may continue to receive and review applications after a VOP report has been completed and approved but not after the closing date.

COMPONENTS	PROCEDURES; RESPONSIBILITIES	DATE COMPLETED
<b>4. Pro-active and Wide Search for Candidates</b>	<p>Distribution of position announcement through advertisements, print and electronic media, and personal contacts to seek highly qualified applicants. Search Committee members and other faculty should actively participate.</p> <p>Complete record maintained of all advertisements, including electronic, print, listservs contacted throughout process.</p>	
<b>5. Submission of VIABLE OUTREACH PROCESS REPORT</b>	<p>After the closing date and prior to active screening, the applicant pool must be submitted for certification that an active, thorough search has been completed. Search Committee Chair submits the <b>VIABLE OUTREACH PROCESS REPORT</b> to Associate Dean for Faculty Affairs to confirm due diligence of a Committee's proactive applicant pool development.</p> <p><b>Note: The Dean requires the Associate Dean of Faculty Affairs to have approved the VOR <u>prior to</u> granting permission for any candidates to be issued invitation to interview on campus.</b></p> <p>Available on-line:  <a href="http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-amp-forms-page/Viable-Outreach-Process-Report.pdf">http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-amp-forms-page/Viable-Outreach-Process-Report.pdf</a> </p> <p>The Search Committee may not proceed to the next step in this process until approval is secured.</p>	
<b>6. Selection of candidates submitted for approval for campus interview</b>	<p>Committee screens candidates, including talking with candidate's references, and agrees on final candidates. Committee Chair submits a list of final candidates to Departmental Chair. Department Chair submit final candidates to Dean.</p> <p>Dean approves candidates for campus interviews.</p> <p>The Search Committee may not proceed to the next step in this process until approval is secured.</p>	

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<b>7. Candidate Interviews</b>	<p>Search Committee Chair and Department Chair work with department faculty and designated staff to develop and post itinerary for each visiting candidate. This includes reaching out and making arrangements with faculty &amp; students with related interests within and outside the department.</p> <p>The Chair of the Search Committee must secure at least three letters of recommendation from candidate(s). The committee and Department Chair can decide the best time to ask for these letters to be submitted but these letters are required before the contract is final. These letters should be in addition to formal reference checks.</p> <p>Each candidate will be asked to present a research-based presentation, or a teaching presentation for lecturer/clinical positions, at a time when the Dean and the Unit head (or their designees) can attend. Search Committee can consult the UF Faculty Search Committee Toolkit for: Behavior Based Interview Guide; What to Ask During the Interview; and Interview Topics: Acceptable vs. Not Acceptable.</p> <p>Each candidate's CV and itinerary must be sent out to college faculty. An announcement about the candidate's visit must be sent as soon as feasible prior to the visit to all CHHP faculty, staff and graduate assistants.</p>	
<b>8. Candidate Evaluations</b>	<p>For each candidate, the Search Committee also utilizes the HHP Candidate Feedback Form: <a href="http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-and-forms-page/Candidate-Feedback-Form.pdf">http://hhp.ufl.edu/media/hhpufledu-/hhp-forms/policies-docs-and-forms-page/Candidate-Feedback-Form.pdf</a></p> <p>This form is circulated to all individuals with whom the candidate interacted and posted on-line. This assessment solicits strengths and weaknesses of each candidate; the circumstances under which the assessor observed the candidate; and the position of the assessor (i.e., department faculty; other faculty; student; staff, etc.). Copies of the feedback forms are given to the Department Chair and the Dean.</p>	
<b>9. Committee Report to Unit head</b>	<p>Search Committee submits its recommendations to the Department Chair without ranking the candidates. Each candidate's strengths and weaknesses should be identified based on the results of the assessments and discussion by the committee. Department faculty members complete a secret ballot to register recommendations (i.e., acceptable, unacceptable, abstain) regarding acceptability of each of the candidates for the position.</p>	

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<p><b>10. Candidate Offer</b></p>	<p>Department Chair (DC) submits the outcome of the Search and Screen Process to the Dean, including the results of the secret ballot of the faculty and the recommendations of the Search Committee. The DC shall recommend to the Dean those candidates (s)he deems acceptable. The Chair may make a recommendation different from the preferences of the faculty search committee or those reflected in the vote of the department faculty.</p> <p>The Dean may ask the committee to consider additional candidates from the remaining pool of candidates. After receiving the recommendation(s) of the search committee, input from the department faculty, and the DC's recommendation(s), the Dean shall appoint the candidate the Dean deems is the most qualified. The Dean may appoint a candidate that is not recommended by the faculty only after obtaining the Provost's approval. The Provost (or designee) shall explain the decision to the faculty in a meeting.</p> <p>The Office Manager (or designee) completes Part B of the Request to Hire form and submits to the Dean for approval via Dean's Office HR Manager.</p> <p>Search Committee Chair notifies all unsuccessful applicant finalists promptly after the selected candidate has accepted the position.</p> <p>If the position is filled by an International applicant, a Competitive Recruitment Report must be completed.</p> <p><b>Competitive Recruitment Report:</b> A statement signed by the Department Chair, Center Director or Search Committee Chair (one who has actual hiring authority), outlining in detail the complete recruitment procedure, including: (1) the number of applicants; (2) number of applicants who did not meet the minimum requirements (if any); (3) a description of the recruitment steps undertaken and the results achieved; (4) the number of individuals who were offered the position, and their responses to the offer; and (5) the number of applicants who were rejected and the legitimate employment related reasons for this action.</p> <p>If no offer is made of the offer is not accepted, the Unit head, in consultation with the Search Committee and the Dean, decides whether to invite another candidate, or to continue/reopen/ close the search.</p>	

## HHP Candidate Feedback Form<sup>7</sup>

Please submit this form to the Department's Candidate Feedback box 24 hours of candidate's departure from campus)

Candidate: \_\_\_\_\_

**Strengths:** *Describe the strengths this candidate would bring to the position and to the College/ Department*

**Weaknesses:** *Describe weaknesses this candidate possesses that would decrease his/her ability to perform optimally in the position.*

**Other:**

Please identify your position (circle one):

- Faculty
- Graduate Student
- Undergraduate Student
- Staff
- Other \_\_\_\_\_

Please identify the circumstances in which you interacted with this candidate: (circle all that apply)

- Formal presentation
- Small group or personal meeting
- Shared meal
- Other (please explain) \_\_\_\_\_

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<sup>7</sup>Faculty members and other stakeholders should be provided an evaluation instrument which allows them to report observed strengths, weaknesses and likely contributions of candidates interviewed. These should be delivered to the Unit head and the search committee in a timely manner. All information provided should be described in behavioral terms and related to the position description.