I. INTENT AND PURPOSE:

The University of South Florida is committed to recruiting and hiring outstanding qualified individuals with diverse experience and backgrounds. Our commitment to diversity and equal employment opportunity guides our recruitment and selection processes. The recruitment and hiring provisions outlined in this policy represent standardized practices to ensure hiring of the most qualified individuals in alignment with our commitment to diversity, equal opportunity and compliance with state and federal laws and regulations.

II. APPLICABILITY:

This policy applies to the recruitment and hiring of all University employees, including faculty, at all University locations.

III. DEFINITIONS OF TERMS:

A. Careers@USF: The University’s online applicant tracking system.

B. Hiring Authority: University employee with the authority to make a hiring decision.

C. Hiring Department Representative: Person designated by the Hiring Authority to initiate, organize and support the recruitment and hiring process and who oversees the outreach, screening, and presentation of candidates to the Hiring Authority. At the beginning of a recruitment, the department or college for which the recruitment is taking place is responsible for defining, identifying, and documenting who is the Hiring Department Representative for a particular recruitment. The Hiring Department Representative also submits final department/division approvals to the Division of Human Resources.
D. **Applicant:** For purposes of this policy, an applicant is a job seeker who: (1) submits an application for employment via Careers@USF, (2) is considered for employment in a particular open position by the hiring department, (3) meets the advertised minimum qualifications of the position in question, and (4) does not remove himself or herself from consideration during the process.

E. **Interview:** For purposes of this policy, the term “interview” encompasses any direct contact with an applicant including, for example, telephone, in-person or on-line screening.

F. **Search Committee:** A group of individuals appointed by the Hiring Authority to assist in the recruitment of a candidate for a position within the University. The committee’s functions may include identifying, recruiting, interviewing, screening and recommending candidates for consideration by the Hiring Authority, as well as other responsibilities assigned by the Hiring Authority.

G. **Equal Opportunity Liaison (“EOL”):** An individual who assists the hiring department in developing and implementing the University’s equal opportunity policy and affirmative action plan.

H. **Interviewer:** An individual who participates in the interview process.

**IV. POLICY STATEMENT:**

A. The Careers@USF online system is the official applicant tracking system the University uses for creation of job postings, recruitment and hiring. Careers@USF is an integral part of the hiring process and must be used for all University recruitment and hiring. To comply with federal requirements, all individuals considered for University employment must apply through Careers@USF, as the system creates a record of the reasons for selection or non-selection of applicants and documents the full search and selection process.

B. All individuals who wish to be considered for employment with the University must apply for specific, open vacancies through Careers@USF. Individuals who have not completed an application through Careers@USF and who have not been processed through Careers@USF will not be hired.1 Resumes will not be accepted through any source other than Careers@USF. Individuals involved in the hiring process must not consider or interview applicants from unsolicited expressions of interest (e.g., informally referred resumes or informal contact via

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1 Please consult the Division of Human Resources Hiring & Recruitment Procedures and the Targeted Recruitment Procedures for detailed information on the proper application of this policy to students (including those hired for Federal Work Study (FWS) positions), Research Assistants, Graduate Assistants, Teaching Assistants, medical residents, and certain other specific, discrete categories of hires.
email or telephone calls).

C. Hiring Authorities, Hiring Department Representatives, Equal Employment Opportunity Liaisons, interviewers, and search committee members involved in the recruitment and hiring process must ensure that all records of the recruitment and hiring process are properly maintained consistent with the University’s record retention schedule. These records include, but are not limited to, the names of all individuals considered for a position, interviewed, withdrawn from consideration at their request, offered a position, or hired applications. It also includes any resumes, CVs, interview questions, letters of reference, verifications, reference checks, test scores, evaluation tools used for the recruitment, minutes, and notes taken relating to an applicant’s interview. These materials must be collected by the Hiring Department Representative, organized, and uploaded to Careers@USF no later than upon selection of an applicant for hire.

D. For those positions in which a search committee is used, search committee members must become familiar with the record retention requirements of this policy and Florida’s public records laws, including, but not limited to, the requirement to maintain the minutes of search committee meetings.

E. Careers@USF must reflect a disposition code for all individuals who apply for a position with the University; the disposition code will reflect the reason the individual was or was not selected for the position. The range of dispositions codes available is contained in Careers@USF; these codes were implemented by the Division of Human Resources consistent with University record-keeping needs.

F. Hiring Authorities, Hiring Department Representatives, Equal Employment Opportunity Liaisons, interviewers, search committee members and DIEO employees with responsibility for recruitment, screening, interviewing or hiring of individuals for employment with the University must have successfully completed mandatory recruitment and hiring training within the past three years. Recruitment efforts cannot begin without verification that the mandatory training has been received. This mandatory training is provided through the Division of Human Resources. Refresher training will be required every three years or if there are substantial changes in processes.

V. RESPONSIBLE PARTIES:

Recruitment and hiring of applicants for employment within the University is the joint responsibility of the Division of Human Resources (“DHR”) and the hiring department which has the job vacancy. The Office of Diversity, Inclusion & Equal Opportunity (“DIEO”) is also

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2 Recruitment records must be maintained for four (4) years from the date of the personnel decision/hiring decision. The Hiring Departments fulfill their record-keeping responsibilities upon fully uploading the recruitment records into the Careers@USF system. However, if the Hiring Department decides to dispose of the original documents after uploading them into Careers@USF, please do so in accordance with the University Records Retention Procedures.

3 Search committee members must also become familiar with Florida’s open meetings/Sunshine laws.
involved in the overall recruitment process. The primary responsibilities of these areas are outlined in this section.

A. **Division of Human Resources.** DHR oversees the management and administration of the University’s recruitment processes and is responsible for the following:

1. Ensure the recruitment process is effectively managed using the University’s online applicant tracking system, Careers@USF.
2. Maintain Careers@USF.
3. Train hiring authorities, hiring managers, hiring department representatives, and all other individuals necessary on the appropriate use of Careers@USF, as well as on the appropriate processes for recruitment and filling a vacant job.
4. Approve job postings in Careers@USF and monitor to ensure proper use by all individuals involved in the recruitment and hiring process.
5. Provide to the hiring department guidance on required advertisement language, if requested, prior to posting.
6. Provide direction to the Hiring Department Representative regarding the recruitment and hiring process, including actions that have been identified as not in compliance with relevant policies, procedures, or legal requirements.
7. Approve, in conjunction with DIEO and the hiring department, any exceptions to the job advertisement requirements via the targeted recruitment process. See section VI, below.
8. Provide to DIEO access to Careers@USF to obtain data necessary for its equal employment opportunity functions.
9. Review and approve any pre-employment assessments or tests prior to administering.
11. Approve, in consultation with the hiring department, substitutions of comparable education, training, and/or experience for specialized minimum qualifications.
12. Ensure the applicant meets the advertised qualifications for the position and provide timely notification to the hiring department of the approval of the hire, denial, or the need for additional information after reviewing applicant credentials.
13. Ensure required background checks are completed and verify eligibility.
14. For more detailed guidelines on hiring and recruitment, individuals involved in the recruitment and hiring process should review the DHR Hiring and Recruitment

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4 USF Health’s Office of Faculty and Academic Affairs performs the DHR functions outlined in this section for all faculty recruitment within USF Health. The USF Regional Human Resource offices perform the DHR functions outlined in nos. 1, 4, 5, 6, 7, 10, 11, 13 and 14 in this section for all recruitment on their respective campus. This policy does not eliminate recruitment and hiring authority that has been delegated to USF Health or to regional campuses by other official delegation documents, provided that such recruitment and hiring authority is taken consistent with this policy. However, in regards to responsibility no. 3 of this section, DHR conducts formal Careers@USF training.
Procedures.

B. Hiring Department Representative. Recruitment and selection are delegated to hiring authorities within each college, division, department or area. The Hiring Authority designates a Hiring Department Representative to oversee the recruitment effort in the department where a vacancy needs to be filled. The Hiring Department Representative is responsible for the following:

1. Successfully complete the required training provided by the Division of Human Resources related to the recruitment and hiring process, including the proper use of Careers@USF.
2. Adhere to University policies and procedures in the recruitment and hiring process including, but not limited to, this policy and the University’s equal opportunity policies.
3. If needed, update the job description for the position being recruited and obtain approval from DHR.
4. Obtain appropriate salary range approvals for recruitment.
5. Initiate the recruitment and hiring process by preparing a job posting and submitting it to DHR.
6. Ensure the Hiring Authority, in conjunction with DIEO, has designated an Equal Employment Opportunity Liaison (“EOL”) for the recruitment.
7. Coordinate the recruitment and selection process in consultation with DHR, which includes identifying all individuals involved in the recruitment and hiring process.
8. Identify where to advertise externally (e.g. newspapers, professional trade magazines, journals, publications and/or relevant websites) in order to reach the broadest and most diverse pool of individuals.
9. Prior to beginning the selection process, ensure that screening and selection criteria has been developed to evaluate applicants.
10. Initial review of individuals who apply for the posting to determine which of them meet the minimum qualifications required for the position.
11. Submit to DIEO a copy of the applicant pool summary.
12. Accurately document in Careers@USF the reasons for non-selection of an applicant candidate, and update applicants’ status in Careers@USF.
14. Ascertend whether any of the applicants for staff positions has claimed Veterans’ Preference and adhere to Veterans’ Preference processes.
15. For internal applicants or former USF employees, review the official personnel file of the applicant.
16. Prepare for and schedule interviews.
17. Gather supplemental materials related to the hiring, such as employment verifications, references, and transcripts, and submitting to DHR through Careers@USF. Ensure that all application materials received are uploaded into Careers@USF.
18. Collect, organize and maintain, consistent with University records retention requirements, all recruitment materials, including resumes, CVs, letters of reference, interview questions,
test scores, evaluation tools, and notes taken relating to an applicant’s interview and used for the recruitment.

19. Once the Hiring Authority has identified a desired applicant to hire, and before making a job offer, submit a request to hire to DHR and obtain final confirmation from DHR that all requirements for extending an offer of employment have been met.

20. After the necessary approvals have been obtained, ensure that a contingent offer of employment is extended to the selected applicant. Utilize a DHR-approved template located in the forms library of the DHR website.

21. Ensure that hiring decisions do not result in violations of the University’s anti-nepotism policy, as outlined in University Policy 0-027.

22. Once an applicant has been selected, an offer of employment made, and all pre-employment checks completed, update the status of all applicants in Careers@USF and close the job posting.

23. Accurately assign pre-defined disposition codes in Careers@USF to document the decision on all applicants for the position in question.

C. Hiring Authority. The Hiring Authority is responsible for the following:
   1. Obtain funding approval.
   2. Successfully complete the required training provided by DHR related to the recruitment and hiring process, including the proper use of Careers@USF.
   3. Adhere to University policies and procedures in the recruitment and hiring process including, but not limited to, this policy and the University’s equal opportunity policies.
   4. Designate an Equal Opportunity Liaison (“EOL”) for all recruitments.
   5. Determine the composition and size of the screening/search committee, if one is used.
   6. Contact your assigned DHR Service Center Manager for all Executive level recruitments or any extraordinary recruitments (such as AVP or above, Dean or above, Head Coaches), prior to beginning any recruitment effort.
   7. Contact your assigned DHR Service Center Manager if a search firm will be used for any recruitment effort.

D. Interviewer. An Interviewer is responsible for the following:
   1. Successfully complete the required training provided by DHR related to the recruitment and hiring process, including the proper use of Careers@USF.
   2. Adhere to University policies and procedures in the recruitment and hiring process including, but not limited to, this policy and the University’s equal opportunity policies.
   3. Submit to the Hiring Department Representative all completed recruitment and hiring documents as referenced in Section V(B), above.

E. Search Committee. Members of a search committee, if one is used, are responsible for the following:
   1. Successfully complete the required training provided by DHR related to the recruitment
and hiring process, including the proper use of Careers@USF.

2. Adhere to University policies and procedures in the recruitment and hiring process including, but not limited to, this policy and the University’s equal opportunity policies.

3. Submit to the Hiring Department Representative all completed recruitment and hiring documents as referenced in V(B), above.

F. Office of Diversity, Inclusion & Equal Opportunity. DIEO assists in ensuring compliance of recruitment and selection processes with state, federal and University equal opportunity and affirmative action requirements. As such, DIEO is responsible for the following:

1. Monitor hiring practices relative to equal employment opportunity and the University’s affirmative action plan, to ensure the recruitment and selection process does not adversely impact members of particular classes.

2. Design and plan training related to the recruitment and hiring process, both for faculty and staff hiring.

3. In conjunction with the Hiring Authority, designate and train a unit Equal Opportunity Liaison (“EOL”), who will be responsible for certifying the applicant pool as acceptable when there is evidence that the hiring department has made good faith efforts to compile a diverse applicant pool.

4. Determine any underutilized job classifications and assist the Hiring Department Representative and EOL in the development of a diverse applicant pool.

5. Review the applicant pool during the recruitment process to analyze and address any potential issues.

6. After a hire is approved, obtain relevant reports and affirmative action information directly from Careers@USF to evaluate compliance with affirmative action requirements.

7. Approve any exceptions to the job posting requirements via the targeted recruitment process.

8. The role of DIEO in the recruitment and hiring process is more fully set forth in the DIEO procedures.

G. Equal Opportunity Liaison. The EOL is essential to implementing the University’s equal opportunity and affirmative action policies and practices. The EOL serves as the primary resource within the hiring department on equal employment opportunity/affirmative action issues. This includes communications and outreach to the faculty, staff and students in the hiring department about equal opportunity services at the University. The EOL is responsible for the following:

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5 The term “good faith effort” in the context of this policy means that steps have been taken to ensure that persons of underutilized groups, whether women, minorities, or both, as well as others, have access to the recruitment and selection process. “Underutilized” is defined as having fewer women or minorities in a job group than is reasonably expected based on their availability.
1. Successfully complete the required training provided by DHR related to the recruitment and hiring process, including the proper use of Careers@USF.

2. Adhere to University policies and procedures in the recruitment and hiring process including, but not limited to, this policy and the University’s equal employment opportunity policies.

3. With DIEO's guidance, assist the Hiring Department Representative and Hiring Authority in implementing the University's affirmative action plan.

4. Advise Hiring Authorities (and Search Committee, if one is used) about the importance of equity and diversity in the search process and the responsibility to review affirmative action goals in the process.

5. Assist the Hiring Authority, Hiring Department Representative, Equal Opportunity Liaison, and Search Committee (if one is used) in efforts to develop a diverse applicant pool, paying special attention to any placement goals for underutilized job classifications.

6. Certify the applicant pool as acceptable when there is evidence that the hiring department has made good faith efforts to compile a diverse applicant pool.

7. Monitor the applicant pool, recruitment, screening, and interviewing process during the recruitment process to analyze and bring any potential issues to DIEO's attention.

8. Consult with DIEO and the Hiring Authority if, upon review, the applicant pool does not appear to be sufficiently diverse.

9. Assist in organizing the search committee, if one is used, to ensure its composition is diverse.

10. Support the Hiring Authority, Hiring Department Representative, and DIEO in the development of new recruitment initiatives or programs that are customized to address the needs of a particular hiring department.

VI. TARGETED RECRUITMENT

Targeted recruitments (formerly “waivers of advertisement”) are an exception to the normal recruitment and hiring process and should only be used in limited circumstances. The University expects that positions ordinarily be filled by full recruitment efforts. Nevertheless, there will be times when valid operational needs support variation from regular recruitment and hiring procedures. Accordingly, the University has implemented a Targeted Recruitment Procedure and Form. Exceptions from full recruitment procedures are permitted only with appropriate justification and when they are in the best interest of the University, as determined after consultation by DHR, the Hiring Authority, and DIEO, as well as the Office of General Counsel, as needed. In extraordinary circumstances the President may waive the targeted recruitment procedures after reviewing this policy, the related procedures, the candidate’s unique qualifications, and the operational needs of the University.
VII. COMPLIANCE AND ENFORCEMENT:

Failure to utilize the University’s online applicant tracking system (Careers@USF) for all job recruitments and hiring of University employees constitutes a violation of this policy. Hiring Authorities, Hiring Department Representatives, and any others involved in the recruitment and hiring process will be held accountable for following this policy, including the proper use of Careers@USF.

Suspected violations of this policy should be reported via EthicsPoint.

A. Consequences for failure to follow this policy may include, but are not limited to:
   1. Delays in the hiring of a selected applicant. An applicant selected for hire by the Hiring Authority will not be allowed to start working for the University unless and until the recruitment steps required by this policy have been completed, including entry of required information into Careers@USF;
   2. University employees with responsibility for screening, recruitment, or disposition of applicants may be subject to discipline for failure to abide by this policy, as provided by University regulations and policies; and/or
   3. Suspension or termination of access to the University’s recruitment and hiring procedures and systems.

B. Inquiries about this policy or any related procedures should be directed to the Division of Human Resources.

Current Responsible Office*: Business & Financial Strategy/Human Resources

*Refer to the appropriate Responsible Office website for a current name of the Vice President or other Responsible Officer.

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