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Recruitment and Hiring Quick Guide

The University of South Florida (USF) is committed to attracting and retaining top talent to the university. This guide serves as a tool to assist hiring managers when recruiting applicants for jobs in alignment with USF's recruitment policies and procedures.



Prepare for Recruitment

- Ensure the current position description accurately reflects the current duties/responsibilities and aligns with other positions in the work unit. If you need to update the position description or create a new position, submit it through Careers@USF. If you have any questions, contact [CHR Classification/Compensation, Branch Campuses HR located in St. Petersburg and Sarasota, or USF Health](#) for assistance. If this is a temporary role, please contact your [Service Center Recruiting HR Partner](#).
- If you are recruiting for an Assistant Vice President and above, Dean and above, or Head Coach position, contact your [CHR Service Center Recruiting HR Partner](#) regarding CHR Concierge Service.
- If an executive search firm will be used, contact the [Office of General Counsel](#) to ensure required elements are included in the contract.
- Ensure the identified [background check level](#) is accurate on the position description.
- If you are considering internal employees, review the [Temporary to Regular Appointment Status Change](#) and [Internal Promotion](#) procedures.
- If the position is at a Director level or above, it must be posted nationally (externally) on Careers@USF for at least seven (7) days. If using a search committee, please review the search committee requirements.
- If the position qualifies for a category one (1) [targeted recruitment](#), complete the corresponding [request form](#) and supporting documents and submit to the Central Human Resources. If category two (2) targeted recruitment no form is required but you will need to indicate reason.
- Determine your budgeted hiring salary range.
- If the established hiring salary range needs review, contact [CHR Classification/Compensation, Branch Campus HR or USF Health](#) for assistance.
- Determine who should participate in the recruitment process.
- Ensure each potential participant has completed the required [CHR Recruitment Training](#).
- Develop [behavior-based interview questions](#) and ensure no [illegal/inappropriate questions](#) have been included.
- Consider if any [testing](#) is appropriate for the selection process and consult with your [Associate Director for Talent Acquisition, Branch Campus HR or USF Health](#).

Post the Job

- Identify your target audience.
 - Internal applicants
 - External applicants
- All jobs must be posted for a minimum of seven days.
- Gather the required information to complete the job posting – department name/number, position number, job code, recruiting location, and job posting title. Please note: All temporary recruitments must align with existing University classifications.

- Submit the job opening to [CHR, Branch Campus HR or USF Health](#) for review and approval.
- To post an external advertisement contact [Graystone](#), USF's third-party advertising agency.

Manage Applications

- Ensure the Equal Opportunity Liaison reviews the applicant pool and confirm if a diverse applicant pool was achieved. If not, consider expanding the [recruitment sources](#) and/or extending the job posting.
- Qualify the Applicant Pool – review each applicant's submission based upon the advertised minimum and preferred qualifications. Ensure each applicant is properly dispositioned by using the [Manage Applicant Guide](#).
- If this recruitment is for a staff level position, review the [Veterans' Preference Procedure](#) and ensure each eligible Veteran who meets the minimum, advertised qualifications is interviewed.
- Determine which applicants you would like to [interview](#).
- If a [Search Committee](#) is being used, ensure the meeting dates are posted on the [USF calendar](#).

Select Applicants/Prepare Job Offer

- Determine the applicant(s) you would like to pursue for hire.
- If the applicant is a current or former USF employee, contact employee-relations@usf.edu (Tampa) or Branch Campus HR to schedule an appointment to review the applicant's official personnel file.
- Complete the [education verification](#) to ensure the applicant meets the posted minimum education qualification.
- Complete as many [employment verifications](#) needed to confirm the applicant meets the posted minimum experience requirement.
- Obtain the required [reference checks](#) – three professional references. Preferably two from your most recent employer.
- Upload the education verification, employment verification(s), and reference checks into the Careers@USF Activities and Attachment tab.
- If the hiring presents a situation involving the [nepotism policy](#), follow the [Compliance eDisclose process](#).
- Determine the proposed hiring salary and ensure it is within the posted hiring salary range.
- Ensure ALL applicants have been properly dispositioned.
- Assemble ALL documents associated with the recruitment.
- Complete a [Recruitment and Hiring Cover Sheet](#).
- Upload the remaining documents into the Activities and Attachments tab as a separate PDF document¹. (The recruitment will not be approved if ALL recruiting documents are not properly attached)

¹ Please visit [page 21](#) for additional information about documents to be uploaded at the time of the job offer.

- Submit the proposed job offer to [CHR, Branch Campus HR or USF Health](#) for review and approval.
- After CHR approval, initiate the appropriate level of [background check](#).
- Ensure the official education verification document (e.g. official transcript, written verification from the Registrar's office of the educational institution etc.) are sent to the CHR Data Center.

Process Job Offer

- Select appropriate offer letter from the [CHR forms library](#).
- Prepare job offer letter (Note: The letter must be signed by the appropriate official(s) with delegated authority).
- Post (electronically send) the job offer to the applicant using Careers@USF.
- Prepare an ASF, if the applicant is a current or former USF employee (Note: The ASF must be signed by the appropriate official(s) with delegated authority).
- Once the job offer is accepted by the applicant, initiate the background check.
- Initiate RightStart process with Central Human Resources.

Onboarding

USF's university-wide on-boarding process is designed to increase employee engagement and retention and accelerate new hire time-to-productivity. Please visit the Central Human Resources [Onboarding for Managers webpage](#), which provides guidelines for onboarding your new employee.

Record Retention

- Ensure all recruitment documents are uploaded into Careers@USF when you are preparing the job offer.
- Recruitment records must be maintained for four (4) years from the date of the personnel decision/hiring decision. Hiring Departments fulfill their record-keeping responsibilities upon fully uploading the recruitment records into the Careers@USF system. However, if your 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](#).

Recruitment and Hiring Introduction

Recruitment, selection, and retention of talented employees is essential to the achievement of the University of South Florida's (USF) mission to deliver competitive undergraduate, graduate, and professional programs to generate knowledge, foster intellectual development, and ensure student success in a global environment. To this end, the *Work Here. Learn Here. Grow Here.* recruitment brand was established to embrace the opportunities for professional and personal growth in a thriving, diverse, academic environment. **This procedure applies to the recruitment of Faculty, Administration, Staff, Non-Student Temporary, and Student Temporary² unless they meet the criteria for [Targeted Recruitment](#) or other established procedures³.**

Our goal is to support your recruitment efforts to bring the strongest talent to USF by providing best practices and strategies that are useful and easy to implement. To assist Hiring Authorities, Hiring Department Representatives, and other employees who participate in the recruitment and selection process, these procedures were developed

by the Central Human Resources (“CHR”). Failure to follow this procedure may delay the hiring of the 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 procedure have been completed, including entry of required information into Careers@USF.

Access to Careers@USF

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.

You can request access to the system based on the role you have in the recruiting and hiring process. For information on requesting access to Careers@USF, please click [here](#).

Required Training

Based on the role you have in the recruiting and hiring process, you will be required to complete specific training modules before you can gain access to Careers@USF. For a brief overview of the roles in Careers@USF and the training modules required for each role, please click [here](#).

Preparing for Recruiting

The Careers@USF recruiting process provides the framework in which to conduct effective and productive searches and gives the Hiring Authority the tools necessary, including guidelines on processes, forms and procedures, to ensure a successful recruitment process.

Before beginning the recruiting process, you must do the following:

- Obtain approval from the Hiring Authority in your department to fill the available position in accordance with departmental procedures.
 - How do you know who the appropriate hiring authority is?
 - Follow up with your [Recruiting HR Partner, Branch Campus HR or USF Health](#) for more information or consult the [Salary Delegation Authority](#) table on the [Central Human Resources Classification & Compensation website](#).
- Next, conduct an analysis of the position description for the position you want to recruit for. Update the position description, if needed, and make sure the position is classified correctly. Ensuring the job duties are accurately documented will assist you in hiring the most qualified individual for the position. For information on maintaining positions in Careers@USF, please click [here](#).
- All Non-Faculty Temporary jobs and Non-Student Temporary jobs must have a job title from the existing [Staff and Administration classifications](#), which can be found on the [Classification and Compensation webpage](#). Non-Faculty/Non-Student Temporary jobs will be paid in accordance with pay ranges for the corresponding classification.

² Please see Appendix A for additional information about Student Employment.

³ [Temporary to Regular Appointment Status Change](#) or [Internal Promotion Procedure](#)

- You will also need to know the established hiring salary range for the position as well as any budget constraints your department may have. For more information on identifying established hiring salary ranges, please contact your [Central HR Classification Team, Branch Campus HR or USF Health](#).
- Requests to post a job as a Salaried Temporary must be approved by CHR, Branch Campus HR or USF Health prior to posting. The Hiring Department Representative must complete and submit the [Salaried Duties and Responsibilities form](#) to the Classification and Compensation team for review. Salaried Temporary job openings will not be posted without the approval of Classification and Compensation.
- Gather the names of the individuals who will be participating in the interview portion of the recruitment. Ensure each individual has completed the mandatory Interviewer training prior to creating the job opening.
- Determine who will be the Equal Opportunity Liaison (“EOL”). Ensure each individual has completed the mandatory EOL training prior to creating the job opening.
- Work with the [Office of Diversity, Inclusion & Equal Opportunity \(“DIEO”\)](#) to determine any underutilized job classifications for the development of a diverse applicant pool. The EOL will assist the Hiring Department Representative and Hiring Authority in implementing the University’s affirmative action plan.
- The EOL will assist the Hiring Authority, Hiring Department Representative, 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.

Search Committees

Search Committees are typically used for the following positions:

- Directors and above
- Faculty
- Deans

The primary functions of the search committee include identifying, recruiting, screening and recommending applicants for consideration by the hiring authority.

This includes:

- The development of selection criteria, creating a rating system to evaluate the applicants,
- Reviewing the credentials and selecting finalists to be interviewed by a diverse body of individuals and groups, and
- Sending an assessment of the strengths of all applicants to the hiring authority after the interview process has been completed.
- All meetings of screening/search committees must be open to the public as required by the [Government in the Sunshine Law](#). Meeting schedules are to be posted on the [Search Committee Meeting Notice calendar](#).
- For departments at the St. Petersburg and Sarasota – Manatee campuses, please refer to your Branch Campus HR for information on posting search committee meeting notices.
- Chairs of search committees should become familiar with Recruitment and Selection procedures through a briefing by the Office of Diversity Inclusion and Equal Opportunity or a departmental EOL.

The EOL can assist the search committee chair with assembling the search committee to ensure it is diverse.

Targeted Recruitment

USF celebrates diversity and inclusive excellence in alignment with our Principles of Community. We believe our future success as an institution requires that we attract and retain a diverse workforce. We are proud to be an equal opportunity workplace and an affirmative action employer. All job decisions at USF are made without regard to race, color, ethnicity, religion or belief, age, disability, sexual orientation, gender identity or any other status protected by the laws or regulations in the locations where we operate.

Purpose and Use of Targeted Recruitment:

There are times when there is a valid operational need that supports a variation from regular recruitment and hiring procedures. It is expected that all positions are to be filled only by full recruitment efforts unless an exception under the Targeted Recruitment procedure is requested and pre-approved. In all circumstances, the applicant for the position must be fully qualified for the position. Exceptions from full recruitment procedures are therefore permitted only with appropriate justification and when they are in the best interests of the university, as determined by the Central Human Resources (CHR) and the Hiring Authority, and in consultation with Office of General Counsel and/or the Office of Diversity, Inclusion and Equal Opportunity (DIEO), as needed.

There are two categories under the Targeted Recruitment Procedure:

1. Recruitments that will require the completion and approval of a *Targeted Recruitment Form*
2. Hires that are exempt and do not require the completion and approval of a *Targeted Recruitment Form*

Each targeted recruitment must be processed through Careers@USF before the hire. All education verifications, employment verifications, employment references, and all other recruitment information must be uploaded to the Activities and Attachment section of the job opening. All other University recruiting policies and procedures will still apply.

CHR reserves the right to request additional information to confirm the validity of the targeted recruitment.

CATEGORY 1: Criteria to Request a Targeted Recruitment

- **Athletic Department (Athletic Director/Head Coach/Assistant Coach positions only).** Restricted to applicants for these positions only.
- **Contract/Grant Requirement.** Pertains to the appointment of a non-tenure track individual or individuals specifically named in a grant award as Principal Investigator or supporting role(s) and paid any portion from the grant. (Attach portion of the grant naming the Principal Investigator and/or supporting roles to the form).
- **Dual Career Spouse/Partner.** Pertains to identifying employment opportunities outside of the competitive recruitment process and matches well-qualified prospective employee with identified University needs. A dual career appointment must be included in the written offer of the applicant who underwent the normal recruitment procedure or included in the letter of retention agreement for any current employee the University wishes to retain. All individuals hired under the dual career provision must be fully qualified for the identified position.
- **Acting/Interim.** Pertains to individuals who are hired to fill a position on a temporary basis not to exceed two (2) years. Acting roles are used only if the regular incumbent will return to their position within two (2) years. Interim roles are used only to fill voids while a full recruitment and search is underway.

- **Critical Team Member.** Pertains to individuals hired to accompany other faculty. Documentation must be presented naming these individuals as part of the faculty offer letter.
- **Emergency Faculty/Administration/Staff Hires.** Pertains to faculty administration, and staff hired in emergencies not to exceed one (1) year for purposes such as: unanticipated teaching demand or sudden departure of faculty/staff or administrator. Requires evidence of urgency such as: enrollment data, letter of resignation, emergency leave etc. Most commonly used for visiting instructors. **Emergency Faculty/Administration/Staff Hires cannot be requested more than 60 days prior to the proposed start date. Note that Emergency Faculty/Administration/Staff Hires cannot be extended beyond the first year. Therefore, within a year of an Emergency Faculty/Administration/Staff Hire, a search must be completed.**
- **Prominent Scholar.** Pertains to faculty hired due to their prominent status in their respective fields not to exceed one year. Faculty hired in this category are typically funded by the foundation or other approved budget for this purpose only.
- **World Class Scholar.** Pertains to a scholar or faculty hired due to the individual's prominent status in their respective fields and whose impact, research, or contributions are anticipated to elevate the University's prominence or status, consistent with Florida Statute 1004.6497.
- **Target of Opportunity Hire.** Pertains to faculty, administration or staff who possess special, unique, or scarce skills, knowledge and/or abilities, or who otherwise promote USF's institutional core commitment to diversity, equity, and inclusion. **Utilization of this category will be strongly limited and closely scrutinized by the Provost, CHR, AVP, and DCEO.**
- **J-1 Exchange Visitor Program (Visiting Scholar).** Pertains to qualified international faculty, professors, research scholars, specialists and other professionals who come to the United States to participate in educational and cultural programs, not employment. The individual must be sponsored by USF, be able to obtain a J-1 visa, and demonstrate adequate financial support for all living expenses.
- **UMSA-USF Reassignment.** Pertains to an eligible UMSA employee reassignment to USF with the same job duties and same pay.

The following process must be followed:

- Each request must be submitted on the approved Targeted Recruitment Form.
- In determining the appropriateness of the request, ensure the approved criteria is met.
- When hiring foreign nationals, additional requirements may apply. Be sure to check with CHR for the most current regulations.
- **No verbal or written offers can be extended to any desired applicant unless all approvals are obtained.**

CATEGORY 2: Hires that are exempt and do not require the approval of a Targeted Recruitment Form

Criteria for Exemption:

Administration/Staff/Temporary (non-Faculty) Appointments:

- **Legal Considerations.** Pertains to positions being filled by individuals identified due to settlement of litigation, grievance and/or arbitration.
- **Part-Time Temporary.** Pertains to individuals employed as a result of temporary department needs. The appointment will not exceed 20 hours per week and 12 months in duration.
- **Recall Rights.** Pertains to any individual who is being rehired following a layoff and who has recall rights as

stipulated in the collective bargaining agreement. Under certain circumstances, may also pertain to an individual who is being rehired following a pandemic related non-reappointment.

- **Short Duration.** Pertains to those positions being filled by individuals whereby their total duration of employment does not exceed 16 weeks during a 12-month period. Each short duration appointment is limited to two periods of continuous employment in the 12-month period.
- **Standardized Patient Program.** Pertains to individuals selected, hired and trained to simulate specific conditions, as well as individuals with pre-determined medical complaints or disease states to be used for the purpose of allowing medical students to develop, practice and enhance their clinical and interpersonal skills in a hospital and/or clinical setting.

Faculty Appointments (USF and USF Health):

- **Adjunct (Academic Affairs):** Pertains to individuals contracted to teach courses on a temporary, part-time basis only. Single semester commitment.
- **Adjunct Faculty USF Health:** Pertains to faculty contracted on a temporary basis for up to one (1) year to teach courses, provide patient care, participate in research, or any other strategic initiatives requiring specialized expertise within an USF Health College.
- **Courtesy and Non-Compensated Faculty Appointments.** Pertains to faculty hired from other institutions. For USF Health, may include physicians in the community or on staff, physicians from affiliated hospitals (TGH, JAHVA, BPVA, Shriner's All Children's HCA, Moffitt, and LVHN). Requires Chair, Dean and Provost/Regional Vice Chancellor (USF) / SVP of Health (USF Health) approvals.
- **Post-docs.** Pertains to individuals doing post-doctoral research under a faculty mentor at USF, 5-year limit.
- **Hospital Linked Hire.** Pertains to faculty hired by the hospital in which they are contracted with. A signed contract must be completed between the hospital and USF Health.
- **Veterans Administration (VA) Linked Hire.** Pertains to faculty hired by a VA Hospital, and who are transferring to either the JAHVA or BPVA from another VA Hospital and academic medical center. Must be approved by the SVP of Health and the VA Hospital to which they are transferring.
- **Legal Considerations.** Pertains to positions being filled by individuals identified due to settlement of litigation, grievance and/or arbitration.

Student Appointments:

- **Graduate Assistant (GA).** Pertains to individuals who are graduate students enrolled in a graduate program operated by the hiring unit/department. A GA may also be a Teaching Assistant (TA) or a Research Assistant (RA).
- **Medical Residents.** Pertains to medical school residents and fellows (trainees) who are hired through a match process.
- **Student Assistants.** Pertains to actively enrolled USF students and are hired for a student assistant position.
- **FWS Student Positions.** Pertains to actively enrolled USF students who fill a student position and are being paid through Federal Work Study (FWS) funds.

Other:

- **High School Student Internship Programs.** Pertains to local high school students in programs which offer employment experience (i.e. Gamma Xi Boule, etc.)
- **Presenter/Speakers.** Pertains to individuals employed as a result of short-term contractual obligations (i.e. AP Summer Institute, etc.), and does not to exceed ten (10) days within a twelve (12) month period.

Targeted Recruitment Roles:

Hiring Department Representative (HDR). The individual responsible for the recruitment and hiring functions for a

department, college and/or division.

Hiring Authority. The individual who has been given authority to approve recruitment and hiring actions for a department, college, and/or division.

Regional Vice Chancellor. Approves all regional campus faculty hires prior to the Vice Provost for Academic Labor Relations/Senior Associate Vice President, USF Health.

Vice Provost for Academic Labor Relations/Senior Associate Vice President, USF Health. Either the Vice Provost for Academic Labor Relations (Academic Affairs) or the Senior Associate Vice President (USF Health) is responsible for reviewing the Targeted Recruitment requests for Faculty positions and determining if all criteria are met prior to approving.

Central Human Resources (CHR). The Talent Acquisition Senior Human Resources Business Partner within CHR is responsible for reviewing the Targeted Recruitment requests for non-Faculty positions and determining if all criteria are met prior to submission to DIEO for approval. For Branch Campus non-faculty hires a campus designee will be responsible for review.

Diversity, Inclusion and Equal Opportunity (DIEO). DIEO is responsible for reviewing the Targeted Recruitment requests for Faculty/Staff positions and determining if all criteria are met prior to approving.

Targeted Recruitment Process:

Category 1: Recruitments that will require the completion and approval of a Targeted Recruitment Form

1. The HDR completes the Targeted Recruitment Forms and assembles required documentation:
 - a. Attach in the following order:
 - i. Fill in section III of the Targeted Recruitment Request Form justifying the hire and attach any additional information.
 - ii. A copy of the job description
 - iii. Resume of the targeted individual.
2. HDR submits targeted recruitment form and supporting documentation to the Hiring Authority for review and approval.
3. If a faculty hire: If the hire is for a branch campus it must first be approved by the appropriate regional vice-chancellor. Then HDR submits the targeted recruitment form and supporting documentation to the Office of Vice Provost for Academic Labor Relations (Academic Affairs) or the Senior Associate Vice President (USF Health) for review and approval.
4. If a non-faculty hire, the form goes directly to the Central Human Resources office or branch campus HR designee for approval.
5. DIEO reviews Targeted Recruitment requests and determines if all criteria are met.
6. If approved, complete the Targeted Recruitment request in Careers@USF. Ensure the Targeted Recruitment form is uploaded in Careers@USF and email the link to the applicant.
7. Ensure the applicant completes the employment application and upload any required documents (e.g. reference checks, employment verification).
8. Accurately disposition the applicant through all required steps in Careers@USF. This must be completed before the position can be closed and the individual starts employment.
9. Ensure background check is completed and approved by CHR prior to the individual's first day of employment.
10. If the Targeted Recruitment request is denied at any step above, the department must complete a full recruitment and search prior to filling the position.

Category 2: Hires are exempt and do not require the completion and approval of a Targeted Recruitment Form

The HDR is responsible for the recruitment and hiring functions for a department, college and/or division.

Responsible for the following:

1. Create a Targeted Recruitment in Careers@USF and email the link to the applicant.
2. Ensure the applicant completes the employment application and uploads any required documents (e.g. reference checks, employment verifications).
3. Accurately disposition the applicant through all required steps in Careers@USF. This must be completed before the job offer is approved.
4. Individuals hired as presenter/speakers in continuing education-type programs of short duration [not to exceed ten (10) days within a twelve (12) month period] are exempt from the usual requirement of
5. obtaining employment reference checks, employment verifications, and education verifications, unless such documentation is specifically required by the USF department administering the continuing education program at issue.
6. Ensure the background check is completed and approved prior to the individual's first day of employment.

CHR is responsible for reviewing all Targeted Recruitment requests will determine if all criteria are met prior to approving, and is responsible for the following:

1. If applicable, instruct the HDR to complete a Target Recruitment request in Careers@USF.
2. Ensure the applicant completes the employment application and upload any required documents (e.g. reference checks, employment verifications).
3. Ensure the HDR has completed all required dispositioning prior to approving the hire in Careers@USF.
4. If applicable, complete the background check, and communicate to the HDR when the employee is eligible to begin employment. If CHR is not responsible for processing the background check, review the results once complete and determine if the applicant is eligible for employment.

CHR reserves the right to request additional information to confirm the validity of the targeted recruitment.

Executive Search Firms

Hiring Authorities seeking services from an external search firm must consult with the USF Office of the General Counsel prior to engaging with a search firm and agreeing on the terms of the contract. Based upon the nature of the position, an external search firm may be engaged. When this occurs, it is important to properly coordinate the services provided by the selected search firm with the compliance needs of the university. The University's compliance needs include:

- **Public records** – When a search firm (private entity) is contracted to act on behalf of the university (public entity), Florida's open records laws also apply to the search firm. Records generated by a search firm can be public records, including records made or received by the search firm in connection with the search.
 - Refer to [Chapter 119, Florida Statutes](#) and the [USF Public Records Law Compliance and Record Confidentiality policy](#).
- **Employment application** – All applicants recommended for interview (by the search firm) must complete an employment application on Careers@USF prior to interview. Contact the Associate Director for Talent Acquisition, Branch Campus HR or USF Health for additional guidance.
- **Post the position** – The Hiring Department Representative (HDR) should work with HR to post the position on Careers@USF using the Executive Search Firm template.
- **Employment references** – The search firm is responsible for obtaining employment-related reference information for selected applicants. Search firms must follow the terms of the [USF Employment References policy](#).
- **Criminal Background check** – The appropriate criminal background check is a condition of employment for the selected applicant. Contact the Associate Director for Talent Acquisition or Branch Campus HR for

additional guidance.

CHR Concierge Service

Designed to facilitate a seamless executive-level new hire onboarding experience, the CHR Concierge Service is intended for Assistant Vice President and above, Dean and above, and Head Coach positions.

This program is available for all recruitments, including those utilizing the services of a search firm.

The goal of the program is to provide individual attention and be proactive in the recruitment process long before we know of the selected applicant. Such efforts allow us to:

- Improve the quality and timeliness of our business processes
- Eliminate redundancies and utilize resources in the most productive and efficient manner
- Create key points of contact to work collaboratively with the Hiring Authority
- Adhere to best business practices and University requirements
- Meet the University's regulatory requirements

For additional details contact the Associate Director for Talent Acquisition.

Posting in Careers@USF

With minor exceptions (i.e. Reclassifications or Targeted Recruitments), **ALL Faculty, Administration, Staff, Temporary, and Student jobs must be posted for a minimum of seven (7) days.**

In addition, unless the aforementioned exceptions apply, **All Faculty and Administration positions at the Director level and above must be advertised nationally.** This requirement can be accomplished by posting externally on Careers@USF.

Prior to submitting a vacant job for posting, Hiring Authorities need to determine whether to recruit internally or externally. Below are key factors for each posting option:

- **Posting Internally:**

This option allows the Hiring Authority to recruit current USF employees only.

Note: This posting type can be accessed by all active USF employees (Faculty, Administration, Staff, and Temporary).

- Non-Faculty/Non-Student Temporary employees must be given a job title that best fits one of USF's current job titles for Staff and Administration employees. Even though it will still use a temporary job code, the job must be given a title reflective of the work performed.
- Minimum qualifications must match a position from the existing [Staff and Administration classifications](#).
- Non-Faculty/Non-Student Temporary jobs will be paid in accordance with hiring salary ranges for the job titles that best fit the job duties.
- Requests to post a job as a Salaried Non-Student Temporary must be approved by CHR, Branch Campus HR prior to posting.
- You are required to list all interviewers on the hiring team page of the job opening when you submit it for approval.

- **Posting Externally:**

This option allows the Hiring Authority to recruit current USF employees as well as external applicants.

- You are required to list all interviewers on the hiring team page of the job opening when you submit it for approval.

Our website is scraped regularly by various recruiting sites – including Indeed.com and HigherEdJobs.com. You need to do nothing for this exposure, and there is no cost to your college/department.

If you wish to post your recruitment on sites other than Careers@USF, please contact your [Service Center Recruiting HR Partner](#). Please visit Appendix B for a variety of specialized discipline-related sites.

Minimum Qualifications

To ensure consistency within the organization, the CHR has established class specifications. These are available on the Job Code Table, and CHR website (see [Faculty Job Titles](#) or [Administration and Staff Job Titles](#)). All job openings must contain minimum qualifications. The minimum qualifications in your posting should reflect the published class specifications. Applicants for Non-Faculty/Non-Student Temporary jobs must meet the minimum qualifications for the job title that best meets the duties in order to be considered for the job.

- Hiring Authorities may make clarifying changes to the degree discipline and the type of experience.
- Hiring Authorities **cannot**, however, make changes to the degree requirement, the number of years of experience, and whether experience may be substituted for the required degree.

Preferred Qualifications

Adding “preferred” qualifications allows you to describe the skillset of the “ideal” applicant for the position. When establishing a preferred qualification, the reviewer must be able to identify it on a resume or application. The reviewer is unable to screen an application or resume for characteristics such as:

- being a team player
- being able to multi-task or
- being a people person

On the other hand, when screening an application/resume, the reviewer can easily search and screen for one year of experience in a particular subject/discipline/software, experience, etc.

Hiring Salary Range

Classification & Compensation in CHR establishes the hiring range for **all** positions. Salary data is reviewed regularly to ensure we remain competitive in the marketplace. We participate in various reliable salary surveys – such as the College and University Professional Association for Human Resources (“CUPA-HR”), Towers/Watson, etc. Using on-line, web-based salary information is not recommended as a resource as it is typically self-reported; therefore, it is not always reliable.

Individual colleges and departments have flexibility within that established hiring range. In limited circumstances, a salary outside the established range may be requested. As previously stated, Non-Faculty/Non-Student Temporary jobs will be paid in accordance with hiring salary ranges for the job titles that best fit the job duties.

If you have questions about the hiring salary range, please reach out to your [Branch Campus HR, USF Health](#) or the [Classification & Compensation team](#).

Posting Duration

The University requires all positions to be posted on Careers@USF for a minimum of seven (7) days.

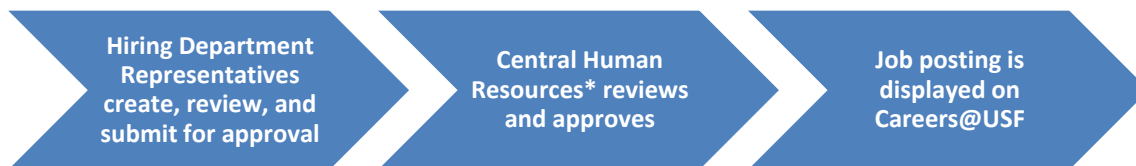
Changing Posting End Date

If the initial search was unsuccessful, the hiring department may request to re-post the position for a **minimum of seven (7) days** as long as it does not exceed the Life of the Job Opening. To re-post the position, the hiring department **must** email their assigned [Recruiting HR Partner, Branch Campus HR or USF Health](#). **Please note: All applicants in the pool must be dispositioned properly before the opening will be re-posted.**

To remove the job opening before the posting end date, you must submit the request to your Recruiting HR Partner, Branch Campus HR or USF Health. The opening will continue to be advertised for an additional 7 days following the request to remove it so prospective applicants are aware of the change in end date.

Job Opening Approval Process

Job openings will be carefully reviewed by your [Recruiting HR Partner](#).



*Branch Campus HR, USF Health HR, or USF Health Faculty Affairs can also approve at this step.

All changes to the job opening after being approved by CHR, Branch Campus HR, USF Health HR, or USF Health Faculty Affairs must be made by your Recruiting HR Partner.

Assessing the Applicant Pool

The Hiring Department Representative or Search Committee will review all application materials, including résumés, CV's, cover letters and any additional required documents to assess whether applicants meet the posted minimum and preferred qualifications for the position:

- [Education](#)
- [Experience](#)
- [Vocational training](#)
- [Military experience](#)
- [Specific position skills](#)

The Hiring Department Representative must review all submitted application materials to determine which applicants meet the minimum qualifications. All applicants must receive a disposition, which is a short pre-defined explanation/reason status combination within the hiring process. Accurate dispositions describe why an applicant was or was not selected for the role; they will be maintained by the Hiring Department Representative within Careers@USF. Please review [Manage Applicants Guidelines](#) for specific dispositions.

Hiring Authorities considering recruiting existing Staff and Administration USF employees need to assess the eligibility of the internal applicant. To be eligible, these applicants:

- Must have been in his/her current position for at least six (6) months.
- Must not have received any discipline within the past six (6) months. This excludes counseling and oral reprimands.

Please note: Human Resources must review any requests for exceptions to the eligibility requirements. Contact the Associate Director for Talent Acquisition in CHR, Branch Campus HR or USF Health HR for more information.

Unsolicited resumes submitted directly to an individual will not be accepted. When this occurs, the applicant should be directed to complete an on-line application through Careers@USF before the published closing date. Applicants who fail to submit a timely, on-line application through Careers@USF **cannot** be considered. This includes applicants who began the on-line process but failed to submit it, i.e., draft submissions cannot be considered.

The EOL will monitor the applicant pool, recruitment, screening, and interviewing process during the recruitment process to analyze and bring any potential issues to DIEO's attention.

Veterans' Preference

USF is committed to providing preference to U.S. military Veterans and family members of Veterans in hiring, promotion, and retention for all qualified positions as required by Chapter 295, Florida Statute. This **preference applies to Staff level positions only** (Executive Service, Administration, Faculty, and Temporary roles are not included).

Each position that qualifies for Veterans' Preference will be identified in the posting detail.

Hiring Authorities are required to interview all eligible Veterans who meet the posted minimum qualifications of the position.

To ensure compliance with Veterans' Preference as mandated by Chapter 295, Florida Statute, refer to Appendix F and the [Veterans' Recruiting webpage](#).

Interviewing

Determine who will participate in the selection process and ensure each interviewer is available for ALL interviews⁴. Ensure the names of all interviewers have been added to the job opening in Careers@USF. Schedule a time and location for the interview that will limit the number of distractions or interruptions. The same amount of time should be scheduled for each applicant.

Prior to the interview, review all related documents [resume, application, work samples, official USF personnel file (if applicable), etc.] for each applicant⁵. Develop behavior-based interview questions; the same interview questions should be asked of all applicants. During the interview, it is appropriate to ask the applicant additional questions based upon the information presented on his/her resume/cover letter.

Please note: Departments must interview at least three (3) applicants per recruitment. For exceptions, please contact the Associate Director for Talent Acquisition, Branch Campus HR or USF Health HR.

Visit the appendices for additional information about:

- [Behavior-Based Interview Questions](#)
- [Illegal/Inappropriate Interview Questions](#)
- [Setting the Tone](#)
- [Closing the Interview](#)

Documenting the Interview

ALL recruitment information, including comments and notes about the applicant should be uploaded within Careers@USF's Activities and Attachments page. The data in Careers@USF is public record and is subject to the [State of Florida's Public Records Laws](#). Personal interview notes, are not public records subject to the provisions of [Chapter 119, Florida Statutes](#), if the notes have not been transcribed or shown to others and were not intended to perpetuate, communicate, or formalize knowledge. For additional information please reference the Records Retention section below.

⁴ Interviewers must successfully complete the required CHR training related to the recruitment and hiring process, including the proper use of Careers@USF.

⁵ The Hiring Department Representative should contact employee-relations@usf.edu to review the official USF personnel file for each internal applicant.

Testing

Before administering a test of any kind, consult with the Associate Director for Talent Acquisition. Any test being considered must be valid and reliable, which must be approved, in advance, by CHR or Branch Campus HR. For these reasons, most “home-grown” tests are unacceptable. Alternatively, CHR or Branch Campus HR can assist you with identifying reputable testing. The hiring department is responsible for any fees associated with approved testing.

Job Offer Approval Process

Outlined below are the steps to follow **before** extending an employment offer to the selected applicant. Failure to follow this procedure may delay the hiring of the selected applicant.

Applicants cannot work in ANY capacity until ALL steps in the hiring process are completed.

1. Education Verification

- The selected applicant or employee must demonstrate s/he meets the minimum education requirement(s) for the position as posted.
- Verification documents (e.g. unofficial transcripts, copies of the degree) must be uploaded into the Activities and Attachments section of the job opening.

2. Employment Verification

- The Hiring Authority or Hiring Department Representative is required to verify employment to confirm the applicant meets the minimum years of experience requirement for the position as posted.
- If the applicant is a current or former USF employee, contact HR-records@usf.edu (Tampa Campus), [Branch Campus HR](#) to schedule an appointment to review the applicant’s official personnel file.
- If you need to verify a current or former USF employee’s work history, please email CHR Records at HR-records@usf.edu.
- For applicants with periods of self-employment, it is acceptable to provide copies of IRS Forms 1099, articles of incorporation with the State, and/or former client contact information. Alternatively, the Hiring Authority may contact and document conversations with former clients. Contact your [Recruiting HR Partner](#) for further guidance.
- The applicant’s work experience is to be documented on the [CHR Employment Verification Form](#).
- The verification document(s) will be uploaded into the Activities and Attachments section of the job opening.

3. Employment References

Satisfactory reference checks are a condition of employment at USF, and all offers of employment will be contingent upon satisfactory reference checks. Reference checks must be conducted for both external applicants and for current employees who are applying for transfer or promotion.

References are not required for:

- Students – including graduate assistants, medical residents, and federal work-study recipients
- Individuals hired for a temporary role that does not exceed 60 days of employment or that does not exceed a total of 120 hours worked in a calendar year
- Non-compensated courtesy faculty appointed in USF Health who directly support graduate medical education
- Emeritus faculty
 - Post-retiree faculty

The employment reference check is in addition to applicable checks of employment verification, criminal background, credit check, sanction lists and licensure. Any offer of employment must be contingent on satisfactory completion of all applicable reference checks.

When conducting employment reference checks,

- The Hiring Authority or Hiring Department Representative must contact at least three (3) of the applicant's references,
 - If the applicant is not currently employed, then the applicant's most recent supervisor should be contacted.
- In the event the applicant's current supervisor provides an unsatisfactory reference, the Hiring Authority will document the same.
 - Thereafter, the Hiring Authority must decide whether to proceed with employment of the applicant despite the current supervisor's unsatisfactory reference.
 - If after considering all factors, references, and information obtained about the applicant the Hiring Authority decides to hire the applicant despite the unsatisfactory reference, the Hiring Authority **must** document that decision.
- The references and/or the Hiring Authority decision must be uploaded into the Activities and Attachments section of the job opening.

See: [USF Policy 0-616 - Employment References](#) and [Employment Reference Check Form](#)

4. **Establish Hiring Salary**

- Determine a salary within the posted hiring salary range.

5. **Establish Start Date**

- Identify a proposed start date.-

Offer Letter

All written offers of employment must be issued using the CHR approved templates located in the [forms library of the CHR website](#). The offer letter must be signed by the appropriate official(s) with delegated authority. If the applicant is a current or former USF employee, an ASF will also need to be prepared. The offer letter and ASF must be signed by the appropriate official(s) with delegated authority.

After the appropriate offer letter has been signed, the Hiring Department Representative will post (electronically send) the offer to the applicant using Careers@USF.

Post Job Offer Process

Once the offer is accepted by the applicant, the Hiring Department Representative will initiate the background check.

Applicants cannot work in ANY capacity until the background check has been successfully completed.

The Hiring Department Representative will instruct new hires and rehires (who have not been employed for a period of more than 12 months) to complete Right Start before the applicant's first day of work.

During the Right Start process, each employee who receives salary or wages from the University of South Florida is

required, by federal law, to complete a Form I-9 within three days of the employee's start date. The Form I-9's purpose is to verify an employee's identity and work authorization in the United States.

The University of South Florida is an employer that participates in the federal E-Verify program, which verifies employment authorization of newly hired employees by comparing employee identity and employment information against Department of Homeland Security and Social Security Administration records.

To ensure compliance with faculty credentialing standards, it is the Hiring Authority's responsibility to ensure official transcripts are submitted to CHR for all hired faculty or any other position requiring official transcripts be on file. Individuals who do not hold the required degree from a regionally accredited U.S. institution must submit translated transcripts along with a foreign transcript evaluation certifying equivalency to the U.S. degree.

Nepotism

Nepotism is a type of conflict of interest where an employee could participate in making recommendations or influencing decisions specifically affecting the appointment, retention, work assignments, evaluation, promotion, demotion, or salary of a related person. "Related Persons" are individuals related to each other in one of the following ways:

- Husband or wife
- Parent or child
- Brother or sister
- Aunt or uncle
- Grandparent or grandchild
- First cousin, niece, or nephew
- Fiancé or Fiancée
- Spouse of a child, brother, sister, or parent
- Parent, child, brother or sister of spouse
- Persons intending to marry
- Persons intending to form a household
- Persons with the same legal residence

When recruiting related persons into the same organizational unit or work-related organizational units, the Hiring Authority is responsible for ensuring the following:

1. The current USF Employee in the unit the Applicant wishes to be hired has an **approved** nepotism disclosure on the Florida Code of Ethics (FCOE) form in eDisclose BEFORE the Applicant is hired; and
2. The Applicant, upon hire, completes a nepotism disclosure on the FCOE form in eDisclose within 10 calendar days of the first date of their employment.

Please refer to the following for additional information about the FCOE.

Compliance and Disclosure Policy:

<https://usfweb.usf.edu/generalcounsel/viewfile/action/regulation/643632580883>

Training and guidance for how to disclose nepotism in eDisclose:

<https://www.usf.edu/compliance-ethics/resources/edisdisclose.aspx>

Criminal Background Checks

USF requires a criminal history background check be conducted on ALL prospective employees as a condition of employment. Criminal background checks may be required for students or volunteers depending upon assignment.

The type of background check required depends on the duties of the job.

- Level 1 background check is initiated by the department using the university's approved third party online vendor (HireRight).
 - Access to HireRight is provided by CHR and Branch Campus HR

- Level 2 background check, if required, will be coordinated through CHR or your Branch Campus HR. Please contact your [Recruiting HR Partner](#) to request level 2 background check scheduling information.

Criminal History Background Check Policy:

<https://usfweb.usf.edu/generalcounsel/viewfile/action/regulation/643641303180>

Criminal History Background Check Procedure:

<http://usfweb.usf.edu/human-resources/resources/showfile/1/66>

Records Retention

The Hiring Department Representative inventories the documents collected and ensures that ALL documents associated with the recruitment and selection process are retained consistent with all statutory requirements⁶.

Recruitment documents can be uploaded as one PDF document or separated into two groups:

1. All job openings including openings with multiple hires should upload the job offer documents into individual (PDF) files. This includes, but is not limited to, the following documents:
 - a. Education verification (unofficial transcripts/diploma/certificates/licenses)
 - b. Employment verification(s)
 - c. Employment references
2. All other related recruitment documents should be uploaded to the job opening. This includes, but is not limited to, the following documents:
 - a. [Recruitment and hiring document cover sheet](#)
 - b. EEO summary/report
 - c. Target Recruitment Request Form (and supplemental documentation)
 - d. External advertisements, external postings on job boards, etc.
 - e. Applicant status/flow logs or spreadsheets created to track selection progress
 - f. Interview questions (phone screening and in-person)
 - g. Interview notes
 - h. Search committee meeting notices
 - i. Search committee minutes
 - j. Written communications with any search firm

1. All documents listed above must be uploaded to the job opening; under the Activities and Attachments tab.
2. Recruitment documents must be maintained for **four (4) years** from the date of the personnel decision/hiring decision.
3. 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](#).

⁶ Hiring Authorities are responsible for ensuring all recruiting records are retained in accordance with the State of Florida's General Records Schedule for [State and Local Government Agencies](#).

Appendix A Student Employment

Student employees are temporary employees registered for classes and whose primary function is to obtain an education with USF. Students can be employed by the university in a wide variety of jobs, such as clerical and support functions, which are not necessarily in their field of study. Departments must determine the method to employ students, which include the following job codes:

- 9181 – Graduate Research Associate
- 9182 – Graduate Research Assistant
- 9183 – Graduate Teaching Associate
- 9184 – Graduate Teaching Assistant
- 9185 – Graduate Assistant
- 9190 – Student Assistant (including Federal Work Study)
- 9550 – Graduate Instructional Assistant
- 9990 – Resident Assistant

Student appointments are not required to undergo a full recruitment⁷. Instead, their appointments can be processed through CHR's data center or Branch Campus HR by submitting an offer letter (utilizing an approved offer letter template available on [CHR's website](#)), and if applicable ASF. Hiring departments are encouraged to make their student employment opportunities available to all students. To that end, if your department chooses to advertise a student job opening on Careers@USF it will be subject to the processes within this procedure. You can also partner with [USF Career Services](#) to advertise your opening(s) on [Handshake](#).

There are situations when a student experiences a status change and cannot be actively employed using a student job code. In these instances, it is permissible for:

1. student appointments to transition to related non-student temporary (OPS)⁸, without a full and/or targeted recruitment or
2. non-student appointments to transition back to related student temporary (OPS), without a full and/or targeted recruitment

When applicable, you may submit an ASF and offer letter directly to CHR's Data Center to process this change.

⁷ Student appointments that require a criminal background check will be required to utilize targeted recruitments. [Policy 0-615](#) requires hiring departments provide notice to prospective employees that a criminal history background check will be conducted as a condition of employment.

⁸ If the new job requires a background check one must be completed. Additionally, if there is a break in service of more than 120 days and the individual is being hired into a job requiring a background check, one must be completed. Finally, if the student has not worked in more than one year from the last appointment, s/he will be required to complete the Right Start paperwork.

Appendix B

Adjunct Hiring Process for Academic Affairs 2-18-2021-update

This memo provides the current process for hiring Adjuncts in Academic Affairs. Note that adjuncts fall under Category 2 in USF's Targeted Recruitment document and are exempt from searches. In some situations, it may be necessary to hire adjuncts very quickly if a regular faculty member becomes unable to fulfill an appointment, so this review of the process should be useful. Please do not hire regular full-time faculty as adjuncts. They should be paid through the overload procedure. Similarly, please do not hire graduate students as adjuncts who are otherwise eligible to be hired as GAs/TAs or are current GAs/TAs. Also, if an adjunct has contracts in multiple academic units, and acquires enough teaching contracts to trigger the Affordable Care Act, all hiring departments are responsible to proportionally share those additional costs.

It is and has been the University's philosophy that adjuncts are part-time and should be limited in the number of courses and credit hours they are assigned so as to remain consistent with that principle. Indeed, the average number of credits assigned to adjuncts throughout the University has been approximately six credits per adjunct per semester. That being said, there is not a firm University policy capping the number of courses an adjunct may be offered to teach without considering all pertinent factors. It is left to your best judgment as Chairs/Directors, knowing the needs and resources of your respective departments/schools, to assign courses and make hiring decisions as appropriate for each term, while keeping in mind the nature and role of the adjunct position here at USF. I trust that you will continue to exercise this discretion in the best interests of our students, adjuncts, and the University as a whole.

If you are rehiring an adjunct who has worked at USF in the past 12 months you simply need to submit an ASF and an offer letter to HR. Previously there were more restrictions on how recent the background check and reference letters needed to be. We have changed those restrictions so that if an adjunct has worked at USF in the last 12 months you do not have to repeat background and reference checks.

The job code for adjuncts has changed. We previously entered adjuncts in code 9004 (Instructor) with the field "Empl Class" marked as "adjunct". Beginning in Fall 2020 please use the following:

Adjunct – Academic Affairs in-unit. Job Code 9020, Union Code 40, Salary Plan 06

Pertains to individuals who are contracted to teach courses on a temporary, part-time basis only and do not hold another appointment at USF. Single semester commitment. Includes only adjuncts within the SEIU collective bargaining unit.

Adjunct – Academic Affairs out of unit. Job Code 9020, Union Code 20, Salary Plan 01

Pertains to individuals who are contracted to teach courses on a temporary, part-time basis only. Single semester commitment. Includes adjuncts with appointments at USF that preclude membership in the SEIU collective bargaining unit. This is usually for Administration and Staff employees who already are employed full-time by USF.

If you are hiring a new adjunct or one who has not taught at USF in the past 12 months you need to follow the Category 2 recruitment process but of course you have the option of doing a regular recruitment. We will focus on the Category 2 recruitment process here:

1. The individual responsible for the recruitment and hiring functions for a department, college and/or division is responsible to create a Targeted Recruitment in Careers@USF and email the link to the applicant. You can make up to ten hires through a single targeted recruitment if they are the same job code, salary, title and department. More typically, each applicant processed as a targeted recruitment will be associated to a unique job opening (one-to one relationship).

2. Ensure the applicant completes the employment application in Careers@USF and that you fill out/provide and upload these required documents to the Activities and Attachment section of the job opening in Careers@USF:

Employment Verification Form - verifies the applicant's current or most recent employment.

Employment Reference Form - you need 3 of these reference checks

Transcripts – at this point you may upload to the job opening, under the activities and attachments section, unofficial transcripts or diploma as acceptable forms or education verification. However, you will need to submit official transcripts to CHR as soon as possible to comply with accreditation credentialing guidelines. If official transcripts are on file, you will not need to resubmit another copy. You can email official transcripts to your Data Center HR Representative.

Service Center A – Jane DeCrescenzo

Service Center B - Debra DeFranco

Service Center C - Jennifer Louisius/Lizzette Sanchez

Service Center D – Melissa Jacks

Background Check - You will need to initiate a background check through HireRight. Currently, with the COVID-19 pandemic, some of the agencies contacted for background checks through HireRight have been less responsive than usual. If you cannot get a background check done in time for an urgent adjunct hire, you can work with your Senior HR Representative in HR Services for a short term waiver that will allow the adjunct to begin work pending the background check results.

3. Accurately disposition the applicant through all required steps in Careers@USF. This must be completed before the job offer is approved. Your Sr. HR Representative in HR Services will notify you via email once the job offer has been approved.
4. All brand new hires or rehires who have not been employed for a period of more than 12 months are required to go through the Right Start process on or before the employee's first day of work. To initiate this process, you will need to send the signed offer letter to rightstart@usf.edu and the RightStart Team will send the applicant the documents they will need to fill out. Until further notice, this replaces the in-person process we used pre-COVID-19. **Please note that steps 1-3 outlined above must be completed prior to the employee's first day of work.**
5. Individuals hired as presenter/speakers in continuing education-type programs of short duration [not to exceed ten (10) days within a twelve (12) month period] are exempt from the usual requirement of obtaining employment reference checks, employment verifications, and education verifications, unless such documentation is specifically required by the USF department administering the continuing education program at issue.
6. To assist with determining if an individual has a current active adjunct appointment outside of your department, Human Resources has made available a daily report containing all active in-unit and out-of-unit adjuncts. As a reference, in-unit adjuncts have a salary plan code 06 and out-of-unit adjuncts have a salary plan of 01. **To view the adjunct reports, please [click here](#).**

Responsibilities of Chairs and Deans related to the Adjunct SEIU Collective Bargaining Agreement

The Adjunct SEIU Collective Bargaining Agreement may affect how you interact with, hire and pay adjuncts so please read the linked CBA carefully. I've listed some of the highlights below:

1. Adjuncts in the SEIU union include only those adjuncts within Academic Affairs whose primary appointment at USF is as an adjunct. It excludes administrative employees at USF who teach as adjuncts and any personnel at USF who are part of another USF collective bargaining unit, including faculty (UFF) and staff (AFSCME).

2. Adjuncts within a department or school may request to meet as a group with the Department Chair/Director or designee once per academic year to discuss departmental matters such as the financial condition of their department or staffing issues, the adjuncts' professional development and adjunct engagement, morale and working environment. (See Article 5)
3. Each Department/School must create and maintain an "adjunct pool". This is a list of potential adjuncts to which the department may refer as a resource when making hiring decisions for a particular semester, though the department is not prohibited from hiring from outside the pool. The benefit is that the pool system promotes familiarity between departments and adjuncts and increases efficiency in the hiring process. Many chairs/directors already maintain an informal adjunct pool. The Chair/Director has discretion in deciding who to include in the pool, considering factors such as education, experience, past performance, area of expertise and the needs of the department. The list need only include the potential adjuncts' name and email or postal address provided by the adjunct. We have created a template document for departmental use in satisfying this requirement, which can be provided upon request. (See Article 10)
4. The CBA contains a grievance process that culminates in binding arbitration, as required under Florida Statutes. The grievance process does not apply to certain situations, however, such as written counseling, discipline that does not directly result in a loss of pay, separation of employment where the adjunct is paid the full amount owed under the offer letter, or decisions to not hire, re-hire or offer a course to an adjunct. (See Article 11)
5. Adjuncts may be entitled to a \$300 course cancellation fee under narrowly-defined circumstances, such as where the adjunct has had an accepted, written offer to teach a course for at least seven (7) days, and the course is later cancelled or reassigned within five business days of the start of the semester (or after the semester has already begun). (See Article 14). A fillable PDF [form is available on the HR website](#) for departments/schools to request a cancellation payment.
6. An adjunct may request a written evaluation of their teaching no more than once annually by the chair/director or designee. Should the request be granted, the chair/director may use the one-page Adjunct Evaluation form attached as appendix D to the CBA, or another suitable format to be determined by the chair/director. (See article 13)
7. The CBA establishes minimum salaries per credit hour, based on input received from each College, which will apply at all campuses. Please refer to Article 15 for your respective Colleges' minimums. If an adjunct teaches only a portion of a course, the adjunct may be paid a prorated amount of the applicable minimum salary. Where an adjunct is paid by the number of students enrolled in the course, as opposed to by the credit hour, the minimum salary is \$400 per student or a total salary equivalent to the applicable per-credit minimum in the respective College, whichever is less. Nothing in the CBA prevents a department or unit from paying more than the established minimum for teaching.

Please refer to the full CBA, which is available online at the following link:

<https://www.usf.edu/hr/documents/employment-resources/employee-labor-relations/usf-seiu-collective-bargaining-agreement-fully-executed.pdf>, or contact me if you have any questions.

Appendix C Required Trainings

Recruiting Roles			
	Hiring Department Representative	Hiring Authority/ Search Committee Member/ Interviewer	Equal Opportunity Liaison
Complete Recruitment Training	✓	✓	✓
Complete the EOL Training			✓
Review Recruiting and Hiring Procedure	✓	✓	✓
Maintain Positions	✓		
Create Job Opening	✓		
Manage Applicants	✓		
Prepare Job Offer	✓		
Policies, Regulations and Laws • Employment References • EOL • Search Committees	✓	✓	✓
Participate as Interviewer(s)	✓	✓	✓

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

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 Central Human Resources.

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.

Interviewer: An individual who participates in the interview process.

Hiring Authority	Hiring Department Representative	Search Committee	Interviewer
Click here to enroll in the Required Recruitment Training			

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.

[Click here to enroll in the Required EOL Training.](#)

Guidance on how to enroll and complete USF Employee trainings can be found [here](#).

**Appendix D
External Diversity Advertisement Publications/Websites**

To further our efforts to attract diverse applicant pools, potential advertising resources include:

Publication/Description	Web Site
Academic Careers Online (Global job site of career opportunities in education and academia)	www.academiccareers.com
American Council on Education (Maintains resume banks for top administrative positions)	www.acenet.edu
American Indian Science and Engineering Society (Quarterly magazine plus on-line advertising)	www.aises.org
American Society of Women Accountants (On-line job listings)	www.aswa.org
Association for Women in Science (Research and academic positions; published six times/year; plus on-line advertising)	www.awis.org
The Black Collegian Online (Targeted to recent African American BA/BS graduates seeking professional positions; month-long online advertising)	www.black-collegian.com
The Chronicle of Higher Education (#1 news source for college and university faculty members and administrators)	www.chronicle.com
Diverse: Issues in Higher Education (Academic and administrative positions are published 26 times a year)	www.diverseeducation.com
DiversityWorking.com (online job board)	www.diversityworking.com
Educause (Online job listing for technology-based information resources with a focus on higher education)	www.educause.edu
GettingHired.com (Online job listing for job seekers with disabilities)	www.GettingHired.com
HigherEdJobs.com (Online job listing specific to higher education)	www.higheredjobs.com

Publication/Description	Web Site
Hispanic Outlook in Higher Education (Published 26 times/year; it is the sole Hispanic journal on today's college campuses that reaches a broad cultural audience of educators, administrators, students, student services, and community-based organizations, plus corporations)	www.hispanicoutlook.com
IMDiversity.com (Online advertising for professional and technology positions)	www.imdiversity.com
Latinos in Higher Ed (Online job listing specific to Latino professionals in higher education in the United States, Puerto Rico, and internationally)	latinosinhighered.com
Military.com (Online job resource to connect employers to large talent pool with military experience)	www.military.com/Careers/EmployerPage
National Association of Black Accountants Inc. (Online job listings and placement service)	www.nabainc.org
National Society of Black Engineers (Online advertising for professional positions)	www.nsbe.org
Society for Advancement of Chicano & Native Americans in Science (Published six times per year, plus online advertising available)	www.sacnas.org
Society of Women Engineers (Maintains database of résumés, plus listserv on jobs)	http://societyofwomenengineers.swe.org
Society for College and University Planning (Professional and administrative positions related to planning)	www.scup.org
Society of Hispanic Professional Engineers (Magazine published quarterly plus online advertising)	www.shpe.org
Vetjobs.com (Online job resource for Veterans)	www.vetjobs.com

Publication/Description	Web Site
Women in Higher Education (Reach 12,000 women who have administrative careers in higher education)	www.wihe.com
Women in Technology International (Computing, science, and technology positions)	www.witi.com

You or your colleagues may be members of discipline-specific professional organizations where you can advertise your position. Please DO NOT advertise in any source – such as a professional journal or website – until the Job Opening is approved and published on Careers@USF. Otherwise, potential applicants may see the professional journal, log onto Careers@USF, and the job opening is not yet available.

All ads/notices in journals must include the following statement:

USF is an equal opportunity, equal access academic institution that embraces diversity in the workplace.

Appendix E Assessing Education

College degrees must be awarded from an accredited institution; all schools within the Florida University System are accredited. To verify accreditation, check with your Service Center Manager, Recruiting HR Partner, Branch CampusHR or USF Health.

Substitution of Work Experience for Education

Some class specifications/postings allow applicants to substitute verified work experience for college credit. To this end, when converting credit hours to years of college attended, 30 semester or trimester hours or 45 quarter hours equal one (1) year. A conversion chart is found below:

Semester Hours Earned	Quarter Hours Earned	Equivalent Months of Work
2.5	3.75	1
5.0	7.50	2
7.5	11.25	3
10.0	15.00	4
12.5	18.75	5
15.0	22.50	6
17.50	26.25	7
20.0	30.00	8
22.5	33.75	9
25.0	37.50	10
27.5	41.25	11
30.0	45.00	12

Similarly, vocational and/or technical schoolwork is calculated based upon classroom hours. It may substitute for experience when specifically defined in the class specification/posting.

Vocational Classroom	Equivalent Months of Experience
60	1
120	2
180	3
240	4
300	5
360	6
420	7
480	8
540	9
600	10
660	11
720	12

International Education

If an applicant has a degree or education from an international school, it is acceptable to consider him/her for the position. If the applicant becomes a finalist, s/he must provide a transcript translated into English by an accredited service/institution showing the U.S. equivalency.

Appendix F Assessing Experience

Substituting Education for Experience

Some minimum qualifications provide verifiable work experience that may be substituted for degrees. If no alternative is listed, substitution is not allowed.

Calculating Length of Experience

To determine the length of experience, look at the beginning and ending dates of a job by month and year. In assigning credit for months worked, subtract the starting date from the ending date. Websites are available for such calculations.

If no ending date is given for the most current job, use the date the application was submitted for the ending date.

To receive credit for any month, the applicant must have worked at least 15 days in that month. An example is found below.

Example: An applicant indicates s/he worked for a company from June 3, 1995 through July 4, 2001. The length of his/her work experience is calculated as:

Dates Worked		Years	Months	Explanation
6/3/95 – 7/4/01				
June – December, 1995	=		7	(1) June, 1995 – applicant began June 3 rd ; therefore, s/he worked at least 15 days in the month (2) July, 1995 (3) August, 1995 (4) September, 1995 (5) October, 1995 (6) November, 1995 (7) December, 1995 – applicant worked the entire month
1996 – 2000 (full years)	=	5		(1) 1996 (2) 1997 (3) 1998 (4) 1999 (5) 2000
January – June, 2001	=		6	(1) January (2) February (3) March (4) April (5) May (6) June <u>NOTE:</u> applicant left July 4 th ; therefore, s/he did not work at least 15 days in the month
	=	5	13	
TOTAL Work Experience	=	6	1	

Not all applicants provide complete timeframes; they may present their work experience in various formats or with varying detail. The following calculation methods are used:

(1) Month and Year are Provided

If no day of the month is given, use the first day of each month to determine beginning and ending dates of employment. An example is found below:

June, 1999 – June, 2001	OR	6/1999 – 6/2001	=	24 months or two (2) years
June, 2000 – May, 2001	OR	6/2000 – 5/2001	=	11 months
June 1, 2000 – May 31, 2001	OR	6/1/2000 – 5/31/2001	=	12 months or one (1) year

(2) Only Year(s) are Provided

If the applicant only provides the year(s) of employment, give credit from December of the beginning year to January of the ending year. Subtract the starting date from the ending date. An example is found below:

1998 – 2001	=	December, 1998 to January, 2001	Two (2) years and one (1) month
2001 – 2002	=	December, 2001 to January, 2002	Two (2) months

Full-Time v. Part-Time Work

To receive credit for full-time employment, an applicant must have worked at least 35 hours per week. Part-time work experience is pro-rated using 40 hours per week as “full-time” for computation.

20 hours per week for six months = three months of full-time work credit

If an applicant indicates hours worked as a range, such as 10-20 per week, give credit at the midpoint of the hours.

Hours varied from 10-20 per week = 15 hours credit

Please reference the [FTE & Standard Hours Conversation Chart](#) for additional examples.

Concurrent Employment

If an applicant worked more than one job simultaneously, experience in all of the jobs may be used to qualify the applicant, provided the duties are appropriate to the job classification and can be verified. The actual hours worked in each job must be calculated.

Overtime

Overtime hours may not be counted in qualifying an applicant. If an applicant worked 50 hours per week, credit is given for full-time work – or 40 hours per week.

Internships/Cooperative Education/Volunteer/Trainee Work Experience

In qualifying an applicant, all of these situations are considered valid work experience if they are directly related to the job, and if the applicant specifies the dates and hours worked.

Military Work Experience

Military work experience is considered valid if substantiated with discharge documentation (DD-214). In some cases, military experience is so diverse that granting full-time credit for it would be inappropriate. Under these circumstances, contact your Service Center Manager, Recruiting HR Partner, Branch Campus HR or USF Health for assistance.

Appendix G Veterans' Preference Overview

Veterans' Preference is ONLY given for **Staff** positions. Veteran's Preference does not apply to Administration, Faculty or Temporary positions at USF.

If an applicant has indicated on the application that they are claiming Veterans' Preference, he/she must provide supporting documentation. The documentation must include:

- DD-214 Form or military discharge forms
- Applicants claiming Veterans' Preference because they are currently an active Reservist in the US Armed Forces or an active member of the Florida National Guard must submit the certification of Current Member of Reserve Component of the United States Armed Forces or the Florida National Guard.
- Applicants claiming Veterans' Preference as an un-remarried widow or widower of a veteran must submit the Certification of Un-remarried Widow or Widower.

Responsibilities of the Hiring Department

1. Preference in employment requires that an eligible applicant (i.e., an applicant who is eligible for Veterans' Preference) be given special consideration at each step of the employment selection process but does not require you to employ a veteran over a non- veteran who is better qualified.
2. If an eligible applicant meets the minimum qualifications OR is equally qualified as other applicants identified to be interviewed, the eligible applicant must be interviewed.
3. If all factors are equal, employment preference is given to an eligible applicant.
4. If a Veterans' Preference eligible applicant does NOT include documents in order to claim Preference during the application process, such as DD-214 or military discharge papers, the Hiring Department MUST reach out to the applicant a minimum of three times with a variety of methods (i.e.: phone, email) and request the correct documents. These efforts must be documented as part of the supporting documentation of the recruitment process. It is recommended to upload the documented efforts to the posting under the Activity & Attachments tab.
5. Departments must notify all veterans who apply and are not selected (even if not interviewed) informing them that the position has been filled. Electronic notifications can be sent out through Careers@USF by sending the applicant a correspondence. The Careers@USF applicant tracking system will automatically keep all records of sent correspondences for record retention purposes.
6. Document your hiring and selection process. Keep copies of the interview questions and assessments, and selection criteria. The law requires you to document the manner of selection and this documentation will be needed if a complaint is filed.
7. A Veterans' Preference eligible individual who is an internal applicant submitting an application for an internal job posting, cannot ask for Veterans' Preference unless entitled to Preference as a result of deployment.

Appendix H Behavior-Based Interview Questions

Develop a list of behavior-based interview questions to help you compile the information you will need to make a valid hiring decision. Behavior-based interview questions are created upon the premise that the best predictor of an applicant’s future behavior is his/her past behavior. To this end, questions are developed which cannot be answered with a simple “yes” or “no.” Questions typically are phrased:

- Tell me about a time when ...
- Give me an example of ...
- Describe a situation when ...
- Walk me through ...

When developing your questions, look at the:

- job function
- job description
- minimum and preferred qualifications
- key competencies needed to successfully perform the role
- knowledge, skills, and abilities required by the position
- culture and values of your functional area

After you have drafted your questions, scrutinize them before you use them. Ask yourself:

- What is the most likely response to this question?
- Does that answer give me concrete data that will help my hiring decision?

If **either** test falls flat, the question needs work.

If **both** tests fail, toss the question out and rework it.

Below you will find some commonly asked questions and suggested alternatives to give you more insight into the applicant’s experience:

Don’t Ask	Do Ask
Why do you want to work here?	What particular skills or experiences make you the best match for this position?
Why do you want this job?	What would your most recent supervisor say are the skills that make you the best applicant for this position?
Where do you see yourself in five years?	Where does this position fall along your career path?
What was the worst thing about your last employer?	What aspects of your previous position did you find most professionally challenging?
What did you like the least about your last job?	What would your most difficult past client say you could do to improve service delivery?
What are your greatest weaknesses?	What kinds of professional development would make you a more effective worker? Or What areas of training would your past supervisor say you would benefit from the most?

Below are sample questions arranged by the following competencies:

- Ability to Manage Change
- Analytical Skills
- Decision Making and Risk Taking
- Interpersonal and Communications Skills
- Leadership Abilities or Potential
- Planning and Organizational Skills
- Problem Solving and Strategic Thinking
- Teamwork
- Technical Skills

Ability to Manage Change

- Describe the part you played in implementing a new system and/or technology in your organization.
- Tell me how you dealt with those who expressed the sentiment, “Why change when we have always done it this way?”
- What new technologies are available that you would like to implement? Why?
- How do you encourage people to adopt new techniques or technologies?
- How do you instill ownership in people when new ways of doing things are introduced?

Analytical Skills

- Give me an example of a time when you used your fact-finding skills to gain information needed to solve a problem. Then tell me how you analyzed the information and came to a decision, if applicable.
- Give me an example of a project you have completed, focusing on the analytical component.
- What tools do you currently use on the job to aid you in quantitative analysis?
- What is the percentage of time you currently spend on the job dealing with analytical reports, analyses, and comparisons? Tell me about a recent project that was primarily numbers oriented. Walk me through your procedure and thought processes.
- Give me an example of a project that relied heavily on quantitative analysis.
- Describe a specific accomplishment that demonstrates your analytical skills.
- Give me an example that demonstrates your ability to use a variety of approaches in your work.
- Assume that you are given an assignment that requires a different methodology than you typically use. Have you ever experienced this type of situation? How did you go about completing your work?
- Tell me about a difficult problem you solved for a client.
- Tell me about an assignment for which you had little or no previous experience. What strategy did you adopt to complete the assignment?
- Give me an example that demonstrates your ability to manage a client’s billing and budgets.
- Give me an example of a project that demonstrates your ability to work within a client’s budgetary constraints.

Decision Making and Risk Taking

- Sometimes you have to make a decision even when others believe that it may be premature. Can you tell me about a time when you made a decision even when others were not ready to do so?
- While planning ahead is usually important, there are time when being spontaneous can lead to success, too. Tell me about a time on the job when you were able to be spontaneous with good results.
- Describe an experience that demonstrates your ability to evaluate a situation on the spot.

- Describe an important decision you made that affected the course of a project or an activity.
- Tell me about a time when you made a decision that at the time was risky.
- Describe a situation in which you had to defend your actions or recommendations because they were challenged by others.
- What was the most difficult decision you made in the last six months? What made it so difficult?
- What was the biggest obstacle you had to overcome in order to incorporate a new idea or process? Why was it an obstacle? How did you overcome it?
- Give me an example of a time when you had to analyze another person or a situation carefully in order to be effective in guiding your action or decision.
- Describe a situation when you were told by two different people how to handle a project two different ways. What did you do and how did you arrive at a decision?
- Give me an example of when you have demonstrated the ability to make quick and accurate job-related decisions.
- Tell me about a time when an upper-level decision or policy change held up your work.
- Give me an example of a time when you stuck to policy or procedure when it may have been easier to go around the policy or procedure.
- Give me an example of a situation when you were not successful in dealing with a tough decision you had to make.
- Tell me about an experience when you had a limited amount of time to make a difficult decision.
- Tell me about a decision that you made while under a lot of pressure.
- Describe a situation where you heard of some new technology and implemented it.
- Describe a situation where you were not supported in performing a task and how you dealt with it.
- Do you think of yourself as an internal entrepreneur and why?
- How do you determine if a plan is worth the risk of rocking the boat?
- If it were apparent that there was little support for something you felt strongly about, would you try it anyway? Why?
- What do you think of the phrase “no risk, no reward?”
- Describe a time when you weighed the pros and cons of a risk and decided to take it?
- Describe a time when you were criticized for taking a risk. What was your reaction to the criticism?
- Do you believe in the concept of calculated risk and what does it mean to you?
- Describe a time when you seemed to be on the wrong side of an issue and what you did or did not do.

Interpersonal and Communications Skills

- Success on the job, in part, depends on having good work relationships. Tell me about a time when you were able to get the job done because you had such a relationship with another person.
- Describe a situation in which your success depended upon communicating with people from different backgrounds and levels.
- Tell me about a time on the job when you had to handle a sensitive situation.
- Describe a situation when you were a relative newcomer and saw people doing things in ways you considered ineffective or inefficient. How did you handle the situation?
- Tell me about how you dealt with a person who was inflexible. Give me specific examples of tactics you employed.
- Describe a situation in which you had to decide the best way to summarize, organize and present complex information.
- When working with people, we often find that one style does not always work for every person – we have to be flexible in our style of relating to others. Describe a situation when you had to vary your style with a particular individual.
- Defending your point of view may not always be a popular position to take. Tell me about a time when you had to do that.

- Has there been a time when you thought you had a better idea than that of your supervisor(s)? How did you handle the situation?
- Tell me about a time when you had a miscommunication with a client or coworker and how you resolved it.
- Describe a time when you had to communicate something unpleasant to a supervisor.
- At one time or another, we all have had problems getting our point across. Give me an example of when this happened to you.
- Tell me about a time when you didn't communicate something unpleasant but should have. What were the consequences?
- Gaining the cooperation of others can be difficult. Give a specific example of when you had to do that.

Leadership Abilities or Potential

- Give me a specific example of when you had to motivate a group of people to get an important job done.
- Tell me about a time when you had to rally the troops to complete a difficult assignment. What did you do and what were the results?
- How do you balance the need to supervise your team without doing the work yourself?
- Give me an example of how you have motivated others.
- Describe a situation when you had to mobilize others to take action toward a specific goal.
- If you had to describe your leadership style, what would it be? (Follow-up) Tell me about how you have implemented (or would implement) that style on the job.
- Give me an example of when you had to exert your authority to get something accomplished. (Follow-up) What were the consequences?
- Assume that you are managing a project and as the leader, you are expected to give feedback to team members. Describe how you would give feedback to someone who is not contributing quality work.
- Describe a situation in which you were responsible for a project and at least one of your team members had more experience or expertise than you did in one area.
- Understanding how other people process information is often a part of being a leader on a project. Describe an incident that you have experienced where understanding other people's behavioral styles was key to the project's success.
- Give me an example of a time when you have been instrumental in empowering a person or a group to accomplish something.
- At times, a situation arises when we can really "make our mark" on the project/business we are working on. Tell me about a time when you were involved in that kind of situation and how you took advantage of it.
- How frequently do you meet with the employees under your direct supervision as a group? What do you do in preparation? At the meeting? After the meeting?
- Describe a recent problem you had for which you involved your staff to arrive at a solution. What approach did you take to get them to accomplish the task?
- Tell me about a specific time when you had to handle a tough morale problem.
- Tell me about a time when you had to tell a staff member that you were dissatisfied with his/her work.
- Describe a time when you came up with a creative solution to a problem between two employees.
- Describe how you communicate priority projects to your staff without making them feel overwhelmed.

Planning and Organizational Skills

- Describe a project that you worked on. Tell me about how you managed the project to assure that all deadlines were met.
- Talk me through a project you have done, either on the job or as part of a course requirement.

- Describe a situation when you had to juggle several projects at the same time.
- Tell me about how you typically schedule your day. To what extent do you use some kind of time management system and to what extent do you simply wait to see what turns up?
- Describe a time when you had to adjust your plans due to changing circumstances. Tell me about a situation in which you were responsible for formulating plans for a large project.
- There are times on the job when you have to develop a plan and stick to it, despite the obstacles. Can you tell me about a time when that was true for you?
- Seeing a new way of doing a job can many times lead to greater productivity. Give me an example of when you were able to see and implement a new way of getting the job done.
- Tell me about a time when you were responsible for an aspect of a job that was particularly uninteresting. How did you deal with it?
- Tell me about your technique/method/system for keeping track of matters requiring your attention.
- Have you worked in a situation in which there were constant surprises or unanticipated events? How did you manage responsibilities?
- Describe a time when your supervisor placed excessive demands on you and how you handled it.
- Tell me about a suggestion you made on the job to improve the way things worked. What was the result?
- Describe a project that you were responsible for that required a large amount of energy over a long period of time.

Problem Solving and Strategic Thinking

- Describe a time when you developed an innovative approach or solution that resulted in the implementation of a new idea.
- Describe a time when you developed a creative solution to a problem or designed an enhancement to a plan.
- Give me an example of a time when you identified a key strategy for a brand that had positive business results.
- Tell me specifically what experience you have had in defining strategies in positioning and new product/service launches.
- Give me an example of a time when you demonstrated “out-of-the-box” thinking.
- Tell me about one of the recent challenges you have faced strategically in your current job.
- Give me an example of how you were able to take marketing [or other field] principles that you have studied and transfer them to your job.
- Give me an example of a time when you were able to look at a challenge with a new perspective that resulted in an innovative solution, strategy, or approach.
- Tell me about a time when you designed an innovative approach that had a dramatic and positive impact.
- Describe a time when you successfully implemented an idea that led to better results.
- Give me an example of an accomplishment, idea, or strategy that illustrates you are not governed by traditional rules or ways of thinking.
- Describe a situation that demonstrates your ability to apply creativity and innovation to solving a problem.

Teamwork

- Describe for me the kinds of things you have done in previous jobs to build teamwork with your peers.
- It can be challenging to build relationships with people you have not worked with before. Give me an example of how you have dealt with this situation in the past.
- Tell me about a time when you used your enthusiasm to motivate a team to finish a project or assignment.
- What is the key to making a team work? (Follow-up) Tell me about a time when you helped to orchestrate

that “key” as a member of a team.

- What role on a team do you find yourself most often playing? Tell me about a specific instance when you found yourself in that role.
- Describe your most recent group effort.
- Give me an example of when you felt you were able to build motivation in your coworkers or employees reporting to you.
- How often do you attend meetings with your peers (or group)? What role did you play in the last meeting?
- Give me a specific example of what you did in your last/current position to contribute toward a teamwork environment.
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- Describe a situation in which others within your organization depended on you.
- Tell me about a situation when you had to work as part of a team that was not getting along well and how you dealt with it.

Technical Skills

- Tell me about your expertise in [insert field].
- I see you have worked with [insert technology]. Tell me about its features and benefits.
- What experience have you had working with [insert technology]?
- Give me examples of your use of [insert technology] and how you adopted it for your last organization.
- This position requires a variety of skills. Describe your absolute strengths applicable to the position.
- Tell me how you stay current in your field on new or evolving [insert technologies or programs].

Appendix I

Illegal/Inappropriate Interview Questions

While you want to make applicants comfortable, be mindful of casual conversation that could be misinterpreted. Similarly, outlined below are examples of questions that should not be asked under any circumstance.

- How old are you?
- When did you graduate from?
- Are you married?
- Are you gay?
- Do you have/plan on having children?
- Who will take care of your children while you are at work?
- Is English your first language?
- Are you a U.S. citizen?
- What country are you from?
- Where were you/your parents born?
- What is your religion?
- Where do you go to church?
- What clubs or social organizations do you belong to?
- Do you have any disabilities?
- How is your health?
- How tall are you? How much do you weigh?
- Have you ever been arrested?
- If you have been in the military, were you honorably discharged?

Appendix J Setting the Tone

The key goals of employment interviews are:

- To find out as much as possible about what the applicants know
- To learn how they have applied and tested work skills
- To determine where their aptitudes lie

As you launch the interview:

- Confirm with the applicant that s/he is here to interview for XYZ position, in XYZ department, and restate the advertised hiring range (if appropriate) and ensure that they orally confirm their understanding of this.
- Give a high-level overview of the scope of duties and responsibilities associated with this position.
- Make the applicant aware of what you do at USF and how your position relates to the position for which s/he is interviewing.
- Provide information about your organizational structure.
- Notify the applicant you will be taking notes.
- Give the applicant your full attention. Ignore your electronic devices -- cell phone/tablet/pc/etc.

It is appropriate to ask follow-up/clarifying questions; it is not appropriate to ask completely different questions of an applicant. A common method for follow-up questions is the **STAR** approach:

<u>S</u>ituation	<ul style="list-style-type: none"> • What was the business problem or goal? • Who was involved? • What were the budgetary considerations? • What were the time constraints?
<u>T</u>ask	<ul style="list-style-type: none"> • What did you hope to achieve? • How did you come to that conclusion? • Who did you consult?
<u>A</u>ction	<ul style="list-style-type: none"> • What did you do? • Who did you work with? • What skills or experience did you draw upon? • What obstacles did you encounter?
<u>R</u>esult	<ul style="list-style-type: none"> • What were the business results? • What feedback did you receive? • What did you learn from the experience?

Appendix K

Closing the Interview

- Give the applicant a chance to add anything else s/he thinks may be important for you to know in making your decision. This open-ended approach gives the applicant an opportunity to tell you things that you may not have asked which may be important to the evaluation and decision-making process.
- Leave enough time at the end of the interview for the applicant to ask you questions about the organization and the position.
- Make the applicant aware of the selection timeline going forward (second interviews, how s/he will be informed of the outcome of the interview).
- Thank the applicant for his/her time.

Appendix L

Regulatory Environment

In today's workplace, the recruitment and selection of employees must be conducted within a culture of **compliance**; there are a myriad of federal and state regulations along, University requirements that govern the process. (The Higher Education Compliance Alliance has compiled a matrix of key federal laws and regulations governing colleges and universities; a link to their site is found below.) Examples include, but are not limited to:

Federal

- [Americans with Disabilities Act](#)
- [Age Discrimination in Employment Act of 1967](#)
- [Drug & Alcohol Testing of Transportation Employees](#)
- [Drug Free Workplace Act](#)
- [Employee Polygraph Protection Act](#)
- [Equal Employment of Veterans](#)
- [Equal Employment Opportunity \(E.O. 11246\)](#)
- [Equal Pay Act of 1963](#)
- [Fair Credit Reporting Act](#)
- [Fair Labor Standards Act](#)
- [Family Medical Leave Act of 1993](#)
- [Federal Volunteer Protection Act](#)
- [Genetic Information Non-Discrimination Act of 2008](#)
- [Immigration and Nationality Act](#)
- [Lilly Ledbetter Fair Pay Act of 2009](#)
- [Non-Retaliation for Disclosure of Compensation Information](#)
- [Pregnancy Discrimination Act of 1978](#)
- [Section 503 of the Rehabilitation Act of 1973](#)
- [Title IX of the Education Amendment of 1972 Overview](#)
- [Title VII of the Civil Rights Act of 1964](#)
- [Uniformed Services Employment and Reemployment Rights Act \(USERRA\)](#)
- [Worker Adjustment and Retraining Notification Act \(WARN\)](#)

State

- [Florida Child Labor Law](#)
- [Florida Minimum Wage](#)
- [Florida Open Meeting Statute \(F.S. 286\)](#)
- [Florida Public Records Statute \(F.S. 119\)](#)

University Policy/Regulation

- Central Human Resources/Academic Affairs – [Employment References](#)
- Administrative Services – [Criminal History Background Checks](#)
- Central Human Resources – [Post-Retirement Employment](#)
- USF Services – [Public Records Law Compliance and Record Confidentiality](#)
- Central Human Resources – [Summer Programs Background Clearances](#)
- Central Human Resources – [Veterans' Preference](#)
- USF Services – [Sunshine Law/Public Meetings](#)
- Office of Diversity, Inclusion, and Equal Opportunity – [USF Diversity Statement](#)
- Office of Diversity, Inclusion, and Equal Opportunity – [Equal Opportunity/Affirmative Action Statement](#)