

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 Temporary unless they meet the criteria for [Targeted Recruitment](#).**

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 Division of Human Resources ("DHR"). 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 [Service Center HR Manager, Regional HR Office or USF Health](#) for more information or consult the [Salary Delegation Authority table on the Division of 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](#).

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- 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 Temp jobs will be paid in accordance with [pay ranges for the corresponding classification](#).
- 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 [Service Center HR Manager, Regional HR Office or USF Health](#).
- Requests to post a job as a Salaried Temporary must be approved by DHR, Regional HR Office 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 USF St. Petersburg and USF Sarasota - Manatee, please refer to your Regional HR Office 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 organizing the search committee to ensure its composition is diverse.

Targeted Recruitment (formerly known as Waivers of Advertisement or Non-Recruit)

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 Division of Human Resources (DHR) 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
2. Hires that are exempt and do not require the completion and approval of a Targeted Recruitment

CATEGORY 1: Criteria to Request a Targeted Recruitment

Athletic Department: Head Coaches, Assistant Coaches or Athletic Director. Restricted to applicants for these positions only.

Executive Search Firm. Pertains to applicant identified from an authorized search firm retained by the University to manage executive level recruitment for the positions of Chair, Dean, Assistant Vice President and above.

Contract/Grant. Pertains to the appointment of an individual or individuals specifically named in a grant award as Principal Investigator or supporting role(s) and paid any portion from the grant. (The portion of the grant, which names the Principal Investigator(s), must be included on the request 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.

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. Requires Chair, Dean, Provost/ Regional Vice Chancellor and/or SVP of USF Health approval.

Visiting Faculty (Emergency or Prominent Scholar). For emergency situations, pertains to faculty hired in emergencies not to exceed one (1) year for purposes such as: unanticipated teaching demand or sudden departure of a faculty member. Requires evidence of urgency such as enrollment data, letter of resignation,

emergency leave, etc. For prominent scholar, pertains to faculty hired due to their prominent status in their respective fields not to exceed one (1) year. Faculty hired in this category are typically funded by the foundation or other approved budget for this purpose only.

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. The individual must be sponsored by USF and be able to obtain a J-1 visa.

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. For faculty positions, requires Chair, Dean, Provost/ Regional Vice Chancellor and/or SVP of USF Health approval. For non-faculty positions, requires AVP, VP or SVP approval.

The following procedures must be met:

- 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 DHR for the most current regulations.
- **No verbal or written offers can be extended to any desired applicant unless all approvals are obtained.**

Process:

Hiring Department Representative (HDR). The individual responsible for the recruitment and hiring functions for a department, college and/or division. Responsible for the following:

1. Complete the Targeted Recruitment Form and obtain the required signature approvals.
2. DHR will notify the HDR if the request has been approved. 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.
3. Ensure the applicant completes the employment application and upload any required documents (e.g. reference checks, employment verification).
4. 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.
5. Ensure background check is completed and approved by DHR prior to the individual's first day of employment.
6. If the Targeted Recruitment request is denied, the department must complete a full recruitment and search prior to filling the position.

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

1. Review the Targeted Recruitment Form. Ensure the position meets the approved criteria for Targeted Recruitment.
2. If approved, sign the Targeted Recruitment form and return it to the HDR.
3. If denied, a full recruitment and search must be completed prior to filling the position.

Provost/ Regional Vice Chancellor Office/SVP, USF Health. The Provost/Regional Vice Chancellor Office and/or the SVP, USF Health is responsible for reviewing the Targeted Recruitment requests for Faculty positions, and determining if all criteria is met prior to approving. Responsible for the following:

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1. Review the Targeted Recruitment Request Form. Ensure the position meets the approved criteria for Targeted Recruitment.
2. If approved, sign the Targeted Recruitment Request Form and return it to the HDR.
3. If denied, a full recruitment and search must be completed prior to filling the position.

Division of Human Resources (DHR). DHR is responsible for reviewing the Targeted Recruitment requests for non-Faculty positions, and determining if all criteria is met prior to approving. Responsible for the following:

1. Review Targeted Recruitment requests and determine if the applicant is fully qualified for the position and the position meets the approved criteria.
2. If approved, instruct the HDR to complete a Targeted Recruitment request in Careers@USF and upload the fully endorsed Targeted Recruitment Request Form in to Careers@USF.
3. Ensure the applicant completes the employment application and upload any required documents (i.e. reference checks, employment verifications).
4. Ensure the HDR has completed all required dispositioning prior to approving the hire in Careers@USF.
5. If applicable, complete the background check, and communicate to the HDR when the employee is eligible to begin employment. If DHR is not responsible for processing the background check, review the results once complete and determine if the applicant is eligible for employment.
6. If a Targeted Recruitment request is denied, notify and instruct the HDR to conduct a full recruitment and search.

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

1. Review Targeted Recruitment requests and determine if all criteria is met.
2. If a Targeted Recruitment request is denied, notify and instruct the HDR to conduct a full recruitment and search.
3. If approved, forward completed form to DHR. DHR will then contact the HDR to complete items two (2) through five (5) listed above.

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

Criteria for Exemption:

Administrative/Staff/Temporary (non-Faculty) Positions:

Legal Considerations. Pertains to positions being filled by individuals identified due to settlement of litigation, grievance and/or arbitration.

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.

Short Duration. Pertains to those positions being filled by individuals whereby their total duration of employment during a twelve (12) month period does not exceed eight (8) weeks in total.

Standardized Patient Program. Pertains to individuals selected and hired specifically 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.

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Faculty Positions (USF and USF Health):

Adjunct (Academic Affairs): Pertains to individuals contracted to teach courses on a temporary, part-time basis only. Single semester commitment. Six (6) credit per semester limit.

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 or other academic units within USF. 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 they are transferring to.

Legal Considerations. Pertains to positions being filled by individuals identified due to settlement of litigation, grievance and/or arbitration.

Student Positions:

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.

Process:

Hiring Department Representatives (HDR). The individual responsible for the recruitment and hiring functions for a department, college and/or division. Responsible for the following:

1. Create a Target Recruitment in Careers@USF and email the link to the applicant.
2. Ensure the applicant completes the employment application and upload any required documents (e.g. reference checks, employment verifications)
3. Accurately disposition the applicant through all required steps in Careers@USF. This must be

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- completed before the job offer is approved.
4. Ensure the background check is completed and approved prior to the individual's first day of employment.

Division of Human Resources (DHR). Any DHR employee who is responsible for reviewing all Targeted Recruitment requests, and determining if all criteria is met prior to approving. 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 DHR is not responsible for processing the background check, review the results once complete and determine if the applicant is eligible for employment.

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.

Typically, each applicant processed as a targeted recruitment will be associated to a unique job opening (one-to-one relationship). Targeted Recruitments are limited to ten (10) openings per posting. Targeted recruitments with multiple openings will be considered only if they are for the same job code, same salary, same title, same department, etc.

All other University recruiting policies and procedures will still apply.

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

Executive Search Firms

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 must complete an employment application on Careers@USF prior to interview. Contact your Service Center Manager, Regional HR Office or USF Health for additional guidance.
- **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 your Service Center Manager or Regional HR Office for additional guidance.

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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.

DHR Concierge Service

Designed to facilitate a seamless executive-level new hire onboarding experience, the DHR 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 your assigned [Service Center HR Manager](#).

Posting in Careers@USF

With minor exceptions (i.e. Reclassifications or [Targeted Recruitments](#)), **ALL Faculty, Administration, Staff, and Temporary 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 Temporary must be approved by DHR, Regional HR Office 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.

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Our website is scraped regularly by various recruiting sites – including Indeed and Higher Ed Jobs. 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 Sr. HR Specialist](#). Please visit [Appendix B](#) for a variety of specialized discipline-related sites.

Minimum Qualifications

To ensure consistency within the organization, the DHR has established class specifications. These are available on the DHR 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 DHR 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 [Service Center HR Manager](#), [Regional HR Office](#), [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.

The following table lists the allowable initial and maximum posting durations, by job type:

Type of Job	Initial Maximum Duration*	Total Maximum Posting Duration**
Faculty	6 months	1 year

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Administration	30 days	6 months
Staff	14 days	3 months
Non-Student Temporary	7 days	1 month
Student	7 days	1 month

*For initial maximum duration, you are not required to have the job opening posted for the entire period as long as the opening has been posted for a minimum of seven (7) days.

**The job opening can be removed once a sufficient applicant pool is gathered. See Changing Posting End Date below.

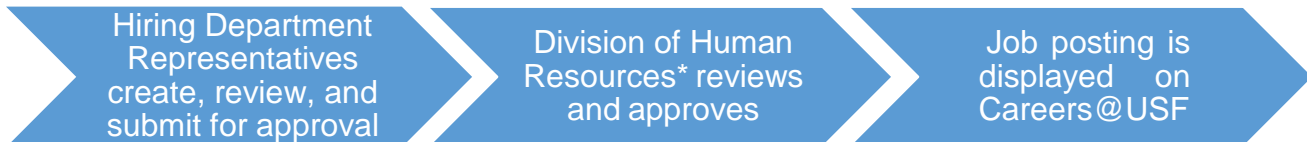
Changing Posting End Date

If the initial search was unsuccessful, the hiring department may request to re-post the role for a **minimum of seven (7) days**. To re-post the position, the hiring department **must** email their assigned [Service Center Sr. HR Specialist](#). **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 Service Center Sr. HR Specialist. *Please note, the posting 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 [Service Center's Sr. HR Specialist](#).



*Regional 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 DHR, Regional campus HR, USF Health HR, or USF Health Faculty Affairs must be made by your [Service Center Sr. HR Specialist](#).

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](#)

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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 – Disposition Codes* 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 your Service Center HR Manager in DHR, Regional HR Office 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 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 the [Veterans' Recruiting webpage](#).

Interviewing

Determine who will participate in the selection process and ensure each interviewer is available for ALL interviews.* 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 applicant.** 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

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exceptions, please contact the your Service Center HR Manager, Regional HR Office or USF Health HR.

Visit the appendices for additional information about:

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

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

** The Hiring Department Representative will contact [Service Center Sr. HR Specialist](#) to schedule time to review the official USF personnel file for each internal applicant.

Documenting the Interview

ALL recruitment information, including comments and notes about the applicant must 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](#). For additional information please reference the [Records Retention](#) section below.

Testing

Before administering a test of any kind, consult with your [Service Center HR Manager](#). Any test being considered must be valid and reliable, which must be approved, in advance, by DHR or Regional HR. For these reasons, most "home-grown" tests are unacceptable. Alternatively, DHR or Regional 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 your [Service Center's Sr. HR Specialist](#) to schedule an appointment to review the applicant's official personnel file.
- For applicants with periods of self-employment, it is acceptable to provide copies of IRS Forms

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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 [Service Center's Sr. HR Specialist](#) for further guidance.

- The applicant's work experience is to be documented on the [DHR 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 the USF System, 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,
 - One of whom must be the applicant's current immediate supervisor (the person to whom the applicant has a direct reporting relationship).
 - If the applicant is not currently employed, then the applicant's most recent supervisor should be contacted.
- The Hiring Authority or Hiring Department Representative will ask the applicant for authorization to contact the applicant's current supervisor for a reference check, prior to contacting an applicant's current supervisor.
- 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 current supervisor's unsatisfactory reference, the Hiring Authority **must** document that decision.

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- The references must be uploaded into the Activities and Attachments section of the job opening.

[USF Policy 0-616 - Employment References](#)

[Employment Reference Form](#)

4. Establish Hiring Salary

- Determine a salary within the posted hiring salary range.

5. Establish Start Date

- Identify a proposed start date, which aligns with a [common start date](#) for New Employee Orientation (this applies to Staff and Administration positions).
- When a common start date is not suitable for the Hiring Department's business needs, please contact your [Service Center HR Manager, Regional HR Office or USF Health](#) to determine an appropriate alternative.

Offer Letter

All written offers of employment must be issued using the DHR approved templates located in the [forms library](#) of the [DHR website](#). The offer letter 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 coordinate the background check.

The Hiring Department Representative will instruct the applicant to go to DHR, Regional HR, or USF Health Faculty Affairs Office to complete Right Start.

USF requires official verification of education for any position listing a college degree as an employment qualification. For Administration, Staff and Temporary roles (if applicable), official transcripts, written verification from the Registrar's office of the educational institution or USF's Banner student records system are acceptable forms of official verification.

Please note: For Faculty positions the official transcripts are required.

It is the Hiring Authority's responsibility to ensure the applicant's education verification documents have been submitted to DHR.

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

Records Retention

Retention of ALL documents associated with each and every recruitment is mandated; it ensures compliance with federal, state, and university regulations. The responsibility for ensuring ALL documents associated with the search are provided to DHR is vested with the Hiring Authority.

1. The Hiring Authority or Hiring Department Representative inventories the documents collected to ensure interview notes have been collected for each applicant interviewed from each interviewer.
2. A [Cover Sheet](#) must be completed to capture the recruitment details.

ALL documents associated with the recruitment and selection of ANY position must be retained consistent with statutory requirements. This includes, but is not limited to:

- Advertisements, postings on job boards, etc.
- Applicant status/flow logs or spreadsheets created to track selection progress
- Interview questions (phone screening and in-person)
- Interview notes from each Interview Committee participant
- Education Verification
- Employment Verification(s)
- Employment References
- Offer letter
- Search Committee Posting Notices
- Search Committee Minutes
- Testing Results
- Transcripts
- Written communications with any search firm
- Written communications with applicants during the course of the recruitment

3. All documents listed above must contain **the Fiscal Year, Job Opening Number, Position Number, and Job Title on the top of the page.**
4. All documents are organized in reverse chronological order, i.e., the newest document is first, and the oldest document is last.
5. The assembled set of documents is scanned into one (1) .pdf document.
6. The .pdf document is uploaded into the Activities and Attachments section of the job opening.
7. Recruitment records must be maintained for **four (4) years** from the date of the personnel decision/hiring decision. The Hiring Departments fulfill their record-keeping responsibilities upon fully uploading the recruitment records into the Careers@USF system. However, if the Hiring Department decides to dispose of the original documents after uploading them into Careers@USF, please do so in accordance with the University [Records Retention Procedures](#).

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

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- 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 System 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.

When neither related person being recruited into the same organizational unit or work-related organizational units are current USF System Employees, contact the USF System Compliance and Ethics Program for guidance.

Please refer to the following for additional information. FCOE

Compliance and Disclosure Policy:

<http://regulationspolicies.usf.edu/policies-and-procedures/pdfs/policy-0-027.pdf>

Training and guidance for how to disclose nepotism in eDisclose:

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

Criminal Background Checks

The USF System 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 DHR and Regional HR
- Level 2 background check, if required, will be coordinated through DHR or your Regional HR Office. Please contact your [Service Center Sr. HR Specialist](#) to schedule a level 2 background check.

Criminal History Background Check Policy:

<http://regulationspolicies.usf.edu/policies-and-procedures/pdfs/policy-0-615.pdf>

Criminal History Background Check Procedure:

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

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Appendix A
Required Trainings

		Recruiting Roles				
		Hiring Authority	Hiring Department Representative	Search Committee	Interviewer	EOL
Required Training	Recruiting Overview		✓			
	Recruiting and Hiring Procedure	✓	✓	✓	✓	✓
	Maintain Positions		✓			
	Create Job Opening		✓			
	Manage Applicants		✓			
	Prepare Job Offer		✓			
	Policies, Regulations and Laws • Employment References • EOL • Search Committees	✓	✓	✓	✓	✓
	Interviewers	✓		✓	✓	

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 Division of 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.

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.

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Appendix B
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

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Publication/Description	Web Site
<p>Hispanic Outlook in Higher Education</p> <p>(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)</p>	<p>www.hispanicoutlook.com</p>
<p>IMDiversity.com</p> <p>(Online advertising for professional and technology positions)</p>	<p>www.imdiversity.com</p>
<p>Latinos in Higher Ed</p> <p>(Online job listing specific to Latino professionals in higher education in the United States, Puerto Rico, and internationally)</p>	<p>latinosinhighered.com</p>
<p>Military.com</p> <p>(Online job resource to connect employers to large talent pool with military experience)</p>	<p>www.military.com/Careers/EmployerPage</p>
<p>National Association of Black Accountants Inc.</p> <p>(Online job listings and placement service)</p>	<p>www.nabainc.org</p>
<p>National Society of Black Engineers</p> <p>(Online advertising for professional positions)</p>	<p>www.nsbe.org</p>
<p>Society for Advancement of Chicano & Native Americans in Science</p> <p>(Published six times per year, plus online advertising available)</p>	<p>www.sacnas.org</p>
<p>Society of Women Engineers</p> <p>(Maintains database of résumés, plus listserv on jobs)</p>	<p>http://societyofwomenengineers.swe.org</p>
<p>Society for College and University Planning</p> <p>(Professional and administrative positions related to planning)</p>	<p>www.scup.org</p>
<p>Society of Hispanic Professional Engineers</p> <p>(Magazine published quarterly plus online advertising)</p>	<p>www.shpe.org</p>
<p>Vetjobs.com</p> <p>(Online job resource for veterans)</p>	<p>www.vetjobs.com</p>

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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.

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Appendix C
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, Sr. HR Specialist, Regional HR Office 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

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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.

Assessing Work Experience

Substituting Education for Work Experience

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

Calculating Length of Work Experience

To determine the length of work 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 6/3/95 – 7/4/01		Years	Months	Explanation
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

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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

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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, Sr. HR Specialist, Regional HR Office or USF Health for assistance.

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Appendix D
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. As 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?

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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.

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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.

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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.

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- 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.

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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 teamwork? (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.

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- 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 [insertfield].
- 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 E
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?

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Appendix F
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 she 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:

S 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?
T ask	<ul style="list-style-type: none"> • What did you hope to achieve? • How did you come to that conclusion? • Who did you consult?
A 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?
R esult	<ul style="list-style-type: none"> • What were the business results? • What feedback did you receive? • What did you learn from the experience?

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Appendix G
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 H
Recruitment and Selection Documents
Cover Page

Job Opening ID	
Job Posting Title	
Job Code	
Position #	
Hiring Manager	
Department	
Business Unit	

Appendix I
Interview Question Template

Position Information	
Job Opening ID	
Job Posting Title	
Job Code	
Position #	
Department	
VP Area	
Interview Information	
Applicant Name	
Date/Time	
Type of Interview	<input type="checkbox"/> Telephone <input type="checkbox"/> In-Person <input type="checkbox"/> Skype
Interviewer Name	
Job Title	

INTERVIEW QUESTIONS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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Appendix J

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 \(F.S. 119\)](#)

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University Policy/Regulation

- Division of Human Resources/Academic Affairs – [EmploymentReferences](#)
- Administrative Services – [Criminal History BackgroundChecks](#)
- Division of Human Resources– [Post-RetirementEmployment](#)
- USF System Services – [Public Records Law Compliance and Record Confidentiality](#)
- Division of Human Resources – [Summer Programs Background Clearances](#)
- Division of Human Resources – [Veterans' Preference](#)
- USF System Services – [Sunshine Law/PublicMeetings](#)
- Office of Diversity, Inclusion, and Equal Opportunity – [USF Diversity Statement](#)
- Office of Diversity, Inclusion, and Equal Opportunity – [Equal Opportunity/Affirmative Action Statement](#)

Appendix K
Helpful Checklists

Recruitment and Hiring Checklist
for Hiring Authorities and Hiring Department Representatives

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



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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 [DHR Classification/Compensation, Regional HR Office or USF Health](#) for assistance. If this is a temporary role, please contact your [Service Center Sr. HR Specialist](#).
- If you are recruiting for an Assistant Vice President and above, Dean and above, or Head Coach position, contact your [DHR Service Center Manager](#) regarding the DHR Concierge Service.
- If an executive search firm is being 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 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 [targeted recruitment](#), complete the corresponding [form](#) and supporting documents and submit to the Associate Vice President, Human Resources.
- Determine your budgeted hiring salary range.
- If the established hiring salary range needs review, contact [DHR Classification/Compensation, Regional HR Office or USF Health](#) for assistance.
- Determine who should participate in the recruitment process.
- Ensure each potential participant has completed the required [DHR 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 [DHR Service Center Manager, Regional HR Office or USF Health](#).

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Post the Job

- Identify your target audience.
 - Internal applicants
 - External applicants
- Determine the [posting duration](#).
- 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 DHR for review and approval.
- If you are interested in posting the job on an external site, please contact your Sr. HR Specialist to obtain a quote.

Manage Applications

- Ensure the EOL 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.
- 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.
- Complete the [education verification](#) to ensure the applicant meets the posted minimum education qualification.
- Upload the education verification into the Careers@USF Activities and Attachment tab.
- Complete as many [employment verifications](#) needed to confirm the applicant meets the posted minimum experience requirement.
- Upload the employment verification(s) into the Careers@USF Activities and Attachment tab.

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- Obtain the required [reference checks](#) – one of which must be the applicant’s current or most recent supervisor.
- Upload the 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 Cover Sheet.
- Organize the documents in reverse chronological order (i.e., the newest document is first, and the oldest document is last).
- Scan the set of documents into one (1) .pdf document.
- Upload the .pdf document into the Activities and Attachments tab. (**The recruitment will not be approved if ALL recruiting documents are not properly attached)
- Submit the proposed job offer to [DHR, Regional HR Office or USF Health](#) for review and approval.
- After DHR approval, coordinate the appropriate level of [background check](#).
- Determine the start date for Administration and Staff new hires by selecting a date listed on the [common start date schedule](#) for New Employee Orientation.
- 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 DHR Data Center.

Process Job Offer

- Select appropriate offer letter from the DHR 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
- Once the job offer is accepted by the applicant, coordinate background check with your Service Center Sr. HR Specialist
- Instruct applicant to go to DHR, Regional HR, or USF Health Faculty Affairs Office to complete Right Start

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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 Please visit the Division of Human Resources Onboarding for Managers [webpage](#), which provides guidelines for onboarding your new employee.

Record Retention

- Ensure that 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. 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](#).

Targeted Recruitment Procedure Checklist

Category 1:

- The position meets the approved criteria for Targeted Recruitment. In order to be eligible for Targeted Recruitment, one of the following must be met (see definitions under Category 1):
 - **Athletic Department: Athletic Director, Coach or Assistant Coach**
 - **Executive Search Firm - Recruitment Effort**
 - **Contract/Grant Requirement**
 - **Dual Career Partner/Spouse**
 - **Acting/Interim**
 - **Critical Team Member**
 - **Visiting Faculty (Emergency Situations or Prominent Scholar)**
 - **Visiting Scholar**
- Hiring department representative (HDR) completes the Targeted Recruitment form and obtains signature approval from the designated Hiring Authority, and sends to DHR for non-academic/faculty positions and to DCEO for academic/faculty positions. A copy of the job description and applicants resume must accompany the form. Any incomplete submissions will be returned.
- For non-academic/faculty positions, DHR will review to determine if eligibility criteria is met and if the applicant is fully qualified for the position.
- If approved, create a Targeted Recruitment posting in Careers@USF. Upload the approved, signed Targeted Recruitment form to the posting.
- Send link from Careers@USF to the applicant.
- Complete all required steps in Careers@USF prior to allowing the applicant to start employment. This includes required background checks, reference checks, etc.

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