A well-organized search will help the hiring authority and those participating as members of the search committee to comply with the University of Florida faculty recruitment policies and procedures and with state and federal regulations. Before any faculty search takes place, the hiring authority must choose a search committee chair and committee members. The search committee chair and members will report any recruitment activity to the hiring authority. This checklist is designed to assist department administrators, search committee chairs, and search committee members with faculty recruitment. If you have any questions about faculty recruitment that are not answered in this Recruitment Checklist, please contact Academic Personnel at (352) 392-2477 or email your inquiry to hrsacademicper@admin.ufl.edu.

Posting

☐ Develop an outreach/advertising plan to attract a diverse applicant pool.
☐ Create a job requisition in GatorJobs using a position template or a previous requisition.
  • All faculty positions must be announced on and recruited through the GatorJobs applicant tracking system unless the vacancy qualifies for an exemption.
  • Please refer to the GatorJobs Toolkit for additional instructions on accessing GatorJobs and posting requisitions.
☐ Insert minimum requirements for the title being advertised, such as degrees and experience required.
☐ Post position for a minimum of 14 days in GatorJobs.
  • If it needs to be reposted, then it must be reposted for a minimum of 7 days.
  • When “open until filled" is used rather than a closing date, please include a date indicating when the search committee will begin reviewing applications in the “Special Instructions to Applicants” section of the requisition.
    ▪ Sample: “The search committee will begin reviewing applications on xx/xx/xx.”
    ▪ The committee should not consider any application materials submitted after the established closing date.
    ▪ A closing date should be established before an offer is made; seven days is preferred. Send an email to your HR recruiter in Recruitment and Staffing to remove the requisition from the web when appropriate.
☐ Posting must include the following statements:
  • “Final candidate will be required to provide official transcript to the hiring department upon hire. A transcript will not be considered “official” if a
designated as “Issued to Student” is visible. Degrees earned from an education institution outside of the United States are required to be evaluated by a professional credentialing service provider approved by National Association of Credential Evaluation Services (NACES), which can be found at http://www.naces.org/.

- “The University of Florida is an equal opportunity institution dedicated to building a broadly diverse and inclusive faculty and staff.”

- All faculty postings must request that applicants submit three letters of reference via mail or electronic format to the hiring department.

- Additional external advertisements for faculty positions are required. The hiring department may use external advertisements sources such as newspapers, publications, or online websites.
  - A minimum of two external advertisements is generally required for faculty positions, except when authorized differently by a Senior Vice President or Dean and the Provost (or designee) in special circumstances.
  - Hiring departments can use the following external job posting sources at no additional cost: The Chronicle of Higher Education, Inside Higher Ed, and Insight into Diversity. Please indicate on the requisition which of these sources you would like to use, if any.
  - For all other external advertisements, please contact the agency directly for information on the submission process and costs.
  - For more information on advertisements and foreign national hires, please see pages 17-18 of the Faculty Recruitment Toolkit.

- All faculty recruitment requires a search committee. Search committee members do not necessarily need to be faculty members; staff members can participate on a faculty search committee as well. ALL search committee members are required to complete the Faculty Search Committee Tutorial (PVO800) every two years.
  - GatorJobs postings will not be approved by Level 2 unless the search committee chair has successfully completed the online tutorial.

- Waiver requests concerning the search process should be addressed to the Associate Provost for Faculty Development. For more information, please visit the Faculty Recruitment and Retention page on the Office of the Provost’s website.
  - Examples of advertising waiver types:
    - Spouse or Domestic Partner Hire
Adjunct, Interim, or Visiting Appointments

Expedited or Internal Searches

Selection

☐ The hiring authority chooses the search chair and committee members. Search committees should reflect a broadly defined membership of individuals with diverse backgrounds and experience. They should also reflect diverse genders, races, and ethnicities.

- Hiring authorities (department chair, for example) should not serve as committee members since search committees are advisory to them.

☐ The hiring authority charges committee and helps formulate job criteria.

☐ The committee chair ensures that all committee members have completed the Faculty Search Committee Tutorial (PVO800) within the past two years. This can be accomplished in the first committee meeting. Tutorial completion is an obligation of service equal to committee meeting attendance. There may be repercussions for noncompliance.

☐ The committee chair schedules meetings.

- In accordance with Florida’s Open Meetings and Open Records Laws, the committee must post notices of meetings within a reasonable period before the committee meets (three to seven days, if possible). The chair or designee can post search committee meeting announcements on the college’s website or request that Recruitment and Staffing post meeting announcements on the UF Search Committee Meetings website. Please contact your assigned HR recruiter for assistance.

☐ The committee develops a clear list of desired qualifications for the position before evaluating candidates (i.e., minimum versus preferred).

☐ The committee prepares standardized, job-related interview questions and standard topics for the symposium. A symposium is a “teaching sample.”

- Typical topic areas for interviews include teaching, research, and service experience.

- Please consult the Leadership Toolkit for more information on:
  - Preparing for an interview
  - Identifying and avoiding interview biases
  - Behavioral-based interview questions
  - Fair and legal hiring practices
The committee is required to retain minutes of meetings, which should include the date, the names of committee members and invited guests, and topics discussed.

The committee must grant opportunities for public comment during all major decision points in the process. For example: criteria for selection, whom to interview, whom to send to the hiring authority. Posting must include a statement with inquiry and request procedures:

- “Any inquiries and requests should be made to the Search Chair, [name], through [name administrator] at [address and phone contact]. Any request relating to a meeting must be made at least [insert time] in advance and include the specific matter and meeting that are the subject of the request, and requester’s name, group represented (if any), email and phone number.”
- Guidelines for individuals wishing to comment during search committee meetings:
  - Individual will have 5 minutes to speak; chair may reduce this to 2 minutes if needed.
  - Aggregate time for all public comments at a meeting need not exceed 15 minutes.
  - A representative may be required if many people representing the same group or faction seek to comment.
  - The public does not have the right to debate with or interrupt the committee.

The committee evaluates candidate’s qualifications based on the job description advertised.

- Candidates’ applications should be preliminarily screened for minimum qualifications.
- Candidates who meet qualifications should be placed into a general applicant pool for further evaluation.
  - Letters should be sent to candidates who clearly do not meet the minimum qualifications promptly.

The committee develops a short list of candidates who meet the needs of the position.

The committee invites the short list candidates for campus interviews.

- Interviews may take 1 to 3 days depending on the number of departments and meetings involved.
- Skype or phone interviews are available. Contact Recruitment and Staffing for assistance.
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☐ The committee may choose to develop an instrument or worksheet for faculty and staff input to be used at the conclusion of on-campus interviews and a methodology to convey results to the hiring authority.

☐ The committee evaluates all applicants using the same job-related selection criteria.

☐ Once a pool of finalists has been designated, reference checking can begin.

☐ After on-campus interviews and references checks are complete, the committee is ready to provide an overview of the short list to the hiring authority.
   • Avoid quantitative rankings when providing recommendations. Instead, prepare a summary of candidates’ strengths, weaknesses, and potential contributions.

Screening and Offer

☐ After the hiring authority has identified the final candidate for hire, the hiring department may contact their HR Recruiter to request a degree verification. It is the responsibility of the hiring department to verify education and degree level before making an offer to candidates.
   • Finalist must provide official transcripts reflecting their highest degree earned.
     ☐ The hiring department must also submit a Background Screening Request Form.
   • Criminal background checks are required for all new faculty. Checks for current UF faculty members are encouraged but not required.

☐ If necessary, send the new hire for a pre-placement health assessment.
   • For more information on health assessments, please visit the Occupational Medicine webpage.

☐ When making an offer, it is imperative to have approval by the Dean or designee regarding salary, start-up costs, and fringe benefits before making the offer.

☐ Proceed with offer. Template letters of offer are available on the Academic Personnel website.

☐ Update the requisition to reflect the individuals interviewed and the selection of the candidate chosen to hire. Contact your HR recruiter and request that the requisition be marked as filled.

☐ Notify candidates who were interviewed but not selected by phone or letter.
Note: Applicants who were not interviewed will receive an automated message from GatorJobs once the position is marked as filled.

Processing

☐ Submit a Hire ePAF and attach required hiring paperwork via ePAF fax imaging.

☐ For instructions on hiring, please review the Hiring and Additional Pay Toolkit. ○ Except for foreign nationals, new hires or rehires will receive an email with the GatorStart login instructions to complete required new hire forms. ○ Non-GatorStart hires will have to complete a paper hiring packet. Please reference the New Hire Checklist for a list of items needed. ○ If the position was advertised, please attach three letter references to the Hire ePAF. If the position was not advertised, please attach a letter of transmittal to the Hire ePAF.

☐ For employees transferring within the same department, use the Edit Existing Job ePAF rather than a Hire ePAF.

☐ Ensure the new hire or rehire completes Section 1 of the I-9 no later than the first day of employment.

☐ Hires completing the GatorStart packet will do this online. Foreign national hires will need to complete a paper I-9.

☐ A new I-9 is required for all new hires and rehires including those with a one-day break in service. Current employees transferring into a new position do not need to complete a new I-9 unless information on the original I-9 has changed (ex: visa status).

☐ To check the status of the GatorStart packet for a new hire or a rehire, please contact your departmental hiring specialist or HR liaison.

Navigation: MyUFL > Main Menu > UF Departmental Administration > GatorStart > GatorStart Onboarding Web Manager and I-9 Management

☐ Complete Section 2 of the I-9 in I-9 Management within three business days of the hire’s first day of employment.
For instructions on how to complete Section 2 of the I-9, please visit the [Completing the Form I-9](#) webpage.

## Concluding the Search

- Ensure that the position has been marked as filled in GatorJobs. If it has not, contact your HR Recruiter.

- If a search was conducted outside of GatorJobs (i.e. utilizing a search firm), then a [Faculty Compliance Report](#) must be completed and forwarded to the Office of Institutional Equity and Diversity once the candidate has signed the letter of offer.
  - The Faculty Compliance Report is a document used to gather data for federal reporting. The report outlines the demographics of the applicant pool, applicants interviewed, selected applicant, and advertisement sources.

- Any documents used to advertise the position or screen/evaluate the candidates should be maintained in a secure file by the hiring college/unit/division for four years.
  - All documents related to an unsuccessful search must also be retained for four years.

## New Hire Documents (attach to ePAF via fax imaging)

### New Faculty:

- Letter of offer
- Degree confirmation
- Official transcripts
- Background check results
- Three letter of references (if advertised) or letter of transmittal (if not advertised)
- I-9 supporting documents
- Copy of Social Security Card
- Notarized Loyalty Oath and Intellectual Property Agreement
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☐ Collected via GatorStart: I-9, W-4, Direct Deposit Form, EEO Survey, Veteran’s Survey, Invitation to Self-Identify, Disclosure of Outside Activities and Financial Interests Form, Florida Retirement System Certification Form (complete paper forms for foreign nationals)

For all Foreign Nationals, also attach:

☐ People Soft Tax Withholding Information Form (PTWIF)
☐ I-20 (F1 Visa), DS-2019 (J1 Visa), or 1-797 & Labor Condition Application (H-1B)

TEAMS to Faculty Transfers:

☐ Letter of offer
☐ Degree confirmation
☐ Official transcripts
☐ Three letter of references (if advertised) or letter of transmittal (if not advertised)

For all Foreign Nationals, also attach:

☐ People Soft Tax Withholding Information Form (PTWIF)
☐ Change Title: Tax Services

OPS Adjunct to Faculty Transfers:

☐ Letter of offer
☐ Degree confirmation
☐ Official transcripts
☐ Background check results
☐ Florida Retirement System Certification Form
☐ Three letter of references (if advertised) or letter of transmittal (if not advertised)

For all Foreign Nationals, also attach:
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☐ People Soft Tax Withholding Information Form (PTWIF) ☐ Change Title: Tax Services

**Graduate Assistant to Faculty Transfers:**

☐ Letter of offer
☐ Degree confirmation
☐ Official transcripts
☐ Background check results
☐ Florida Retirement System Certification Form
☐ Three letter of references (if advertised) or letter of transmittal (if not advertised)

**For all Foreign Nationals, also attach:**

☐ People Soft Tax Withholding Information Form (PTWIF)
☐ Change Title: Tax Services

**Additional Resources**

[Academic Personnel](#)

[Foreign National Toolkit](#)

[Faculty Recruitment Toolkit](#)

[UF Regulations on Academic Affairs](#)

[United Faculty of Florida Contract](#)
University of Florida International Center

University of Florida Payroll and Tax Services

For more information, please contact Academic Personnel:

Academic Personnel / hrsacademicper@admin.ufl.edu / (352) 392-2477