



A&P Hiring Guide

**This document was prepared and is maintained by
Human Resources.**

Effective Date: March 1, 2007

Revised: October 1, 2008

Table of Contents

<i>Introduction</i>	<i>1</i>
<i>Getting Started</i>	<i>2</i>
Budget authority	2
Position number assignment	2
<i>Definitions</i>	<i>2</i>
What is a search and when is one required?	2
When does a search require the use of a search committee?	2
<i>Search Procedures</i>	<i>3</i>
Procedures for posting on the UCF Employment Opportunities website	3
Creating an account	3
Creating a requisition	3
Procedures for advertising	4
<i>Screening Procedures without the Use of a Search Committee</i>	<i>4</i>
Screening applications	4
Interviews	4
Common questions about interviewing	5
References	5
Criminal history checks	6
Candidate questions about the search	6
<i>Screening Procedures with the Use of a Search Committee</i>	<i>6</i>
Screening applications	7
Interviews	8
Common questions about interviewing	8
References	8
Criminal history checks	9
Candidate questioning of the search	9
<i>Candidate Selection Procedures</i>	<i>9</i>
Procedures to complete the A&P hiring process	9
Without the use of a search committee	9
With the use of a search committee	10
<i>Other Appointment Types</i>	<i>10</i>
Interim appointments	10
Visiting appointments	10
<i>Signing in for Payroll & Benefits</i>	<i>11</i>
Records deadlines	11
New employee sign-in and orientation sessions	11
Benefit enrollment sessions	11
<i>Other Resources</i>	<i>11</i>
<i>Index of Hyperlinks</i>	<i>12</i>

Introduction

This document serves as a reference guide regarding the procedures, processes, and paperwork required to hire Administrative and Professional (A&P) employees following State and Federal law, university regulations, policies, and rules and is updated routinely as new changes are implemented. In that regard, prior to beginning a new search, please download the most recent version of the guide (as noted by the effective date on the title page) from the Human Resources website under Recruitment.

For information regarding additional procedures, processes, and other requirements specific to your vice-president or college, please contact your area vice-president or college personnel representative for assistance.

Getting Started

Budget authority

Education & General (E&G) Positions: The first step in the A&P recruitment and hiring process for E&G positions is to obtain budget authorization from your area Vice-President or college Dean's Office. Note that budget authorization must be obtained for all E&G searches, including those that are simply replacements for recently vacated positions. Please contact your area VP or college Dean's Office directly for assistance in this regard.

Contract & Grant (C&G) Positions: To confirm budget availability for C&G positions, contact the Office of Sponsored Research.

Position number assignment

This is a 5-digit number associated with the specific job or position vacancy that will be used in all the advertisements, and will ultimately be assigned to the selected candidate. For all areas that report through Academic Affairs, new position numbers for all budget entities (E&G, C&G, local, or auxiliary) can be obtained by contacting the office of Academic Administration. New position numbers for all budget entities for all other areas can contact the Compensation section in Human Resources.

Definitions

What is a search and when is one required?

A search is defined as the process of filling a job or position vacancy via public announcement ("posting") and recruitment, followed by consideration of all qualified applicants. A search is required for all A&P positions, unless specifically exempted. For a description of search exemption categories, please refer to the "[Request for Exemption from Search](#)" form. For assistance with using this form contact the Office of Equal Opportunity and Affirmative Action Programs (EO/AA). **NOTE: Exemptions in two categories require approval by EOAA PRIOR to extension of an offer. They are indicated on the form.**

When does a search require the use of a search committee?

For A&P positions at the Director level and above, the hiring department must use a search committee as part of the search process. Search committees for positions below the Director level are not required, but the hiring manager may choose to use one. In all cases where a committee is used, the hiring department must follow the search and screen guidelines. Consult the [list of A&P job titles](#) to determine which positions require a search committee.

Search Procedures

Procedures for posting on the UCF Employment Opportunities website

Creating an account

Job postings are created in the PeopleAdmin system (www.jobswithucf.com/hr) by those users who have requested and been granted access to the system. In order to post positions on the UCF website, a user account must be created. The person requesting access should log into www.jobswithucf.com/hr and select the link in the left column called “Create User Account.” Complete all the required fields as indicated paying particular attention to the level of access requested (i.e. certified interviewer, hiring manager, executive user). It is critical that the correct department(s) and sections within those departments are selected when creating a user account in order to ensure the requester is able to view the postings and applications for their respective department(s). For assistance in determining the level of access, contact your director or college personnel representative. Once the account is created in the system, the requester must complete the “[Staff and A&P Online Recruitment System Security Access Form](#),” obtain the approval signature of the appropriate Vice-President, Dean, Director or their designated representative on the form and fax it to Recruitment at (407) 384-2866. The security access form is located as a hyperlink on the “Create User” screen in the PeopleAdmin system and on the Human Resources website under Recruitment then Forms. The user account will be approved within 24 hours of receipt of the signed security access form. Recruitment will notify the requester via email when the account is approved.

Creating a requisition

To advertise a vacancy on the UCF website, a requisition to post the position must be created in the PeopleAdmin System. An individual with user access for the department where the position is located creates the requisition in the system by logging into www.jobswithucf.com/hr and selecting “Create Requisition From Template.” Click the drop down box next to Class Title, and then select “Search.” Click on “Create” under the position title selected. Complete the Posting Details. Follow the steps to activate the Guest User access which will allow others who do not have access to the system to view applications, as needed. If the requisition is created by an individual with certified interviewer access, select “Submit to HM Review” otherwise, select “Posting Review” to forward the requisition to Recruitment for posting. **Electronic requisitions are due to Recruitment by noon on Wednesday.** Requests to repost positions via email are due to Recruitment by noon on Thursday. All new postings are listed each week beginning on Friday at 12:01a.m.

All positions must be advertised and posted with requirements and minimum qualifications as designated on the class specification. All other job-related qualifications must be listed as “preferences”. Positions may be “posted until filled”. The department will change the posting to a closed date prior to the finalist being selected. The system will lock-out untimely applicants. Search criteria must be applied to all timely candidates.

[User guides](#) with more detailed instructions on using the PeopleAdmin online applicant tracking system are available on the Human Resources website under Recruitment then User Guides or in the “A&P Tutorial” located on the home page after logging into www.jobswithucf.com/hr.

Procedures for advertising

In addition to posting to the UCF website, A&P positions must be advertised in at least one outside source (published in hard copy or electronic version) to attract a broad pool of applicants. Online ads on *Careerbuilder.com* are placed each week by Recruitment as requested from departments. Ads can be requested using fields within the electronic requisition for that particular job posting. *Careerbuilder* is a cost-effective method of advertising which links to more than 80 newspapers nationwide and 60 other websites. Professional organizations' websites and listservs are also acceptable second sources of advertising.

Other advertising sources (including points of contact and phone numbers for placing ads) are located on the Human Resources website under Recruitment then Tips for Supervisors.

Screening Procedures without the Use of a Search Committee

Screening applications

The hiring official screens applicants against the established criteria and duties of the position to determine the most highly qualified for further consideration.

The hiring official is responsible for retention of all public records (such as correspondence and applications). All search materials are public record and are to be retained for three years so that equal opportunity and affirmative action compliance reviews can be performed. After that, State of Florida records-retention procedures apply.

The hiring official may not accept search materials in confidence. Any such materials submitted will not be accepted in the process until the candidate agrees that it can enter the public document file. Hold them in a separate file and notify the candidate that the materials were not a part of the requirement.

In cases where the applicant pool is either not diversified or large enough, the hiring official may choose to reopen the posting to enhance the pool and attract other candidates. If the search has been reopened and the pool is still not suitable, the hiring official should document why the search cannot be diversified and should seek approval from Recruitment before proceeding.

Candidates must possess the minimum qualifications, (i.e., the appropriate degree and experience) on the closing date. "Appropriate experience" for A&P is defined as experience gained within that occupational category. Certain administrative or professional experience gained in any setting will be valid for meeting A&P minimum qualifications. For further clarification, contact Recruitment.

Enrollment in the final semester of a required Bachelor's or Master's degree will not normally be interpreted as meeting minimum qualifications. If departments wish to consider candidates who are close to completing their degree, they must advertise and post for "[Level of degree] required by starting date."

Interviews

Telephone interviews may be conducted as a means of narrowing the list of candidates down to a small number of finalists. Regardless of whether phone interviews are used, the hiring department must

conduct in-person interviews with a minimum of three finalists. Any exception to this must be approved by Recruitment prior to the final selection.

The current location of a candidate should not influence the ranking of finalists. Departments establish their own policies regarding the payment of any travel expenses for interviewees. The hiring department must apply those policies consistently for all interviewees in a given search.

The hiring official may conduct the interviews individually or with an interview panel. A diverse interview panel is recommended as a means of enhancing diversity in the selection process.

Results of interviews must be entered in the requisition in the online system and will be reviewed as part of the approval process.

Common questions about interviewing

Occasionally, a candidate is considered for two or more identical or nearly-identical positions a short time apart. If an appropriate opportunity was offered for the candidate to interact on campus with the potential colleagues/supervisors and the supervisors recently have interviewed the candidate appropriately for the other positions, a repeated interview may not be necessary. Contact Recruitment with any questions prior to proceeding.

A department offering several identical positions at the same time should cross-reference the other positions in the posting. "Applicants requesting consideration for both positions 123 and 456 will be considered for both positions".

Interviews of internal candidates should be similar to those offered to external candidates. Equal opportunity guidelines call for offering the same opportunity to each candidate to succeed in the search. However, tours of campus or briefings by related departments may be skipped for internal candidates.

The University requires that in-person interviews be conducted for a minimum of three candidates.

When several identical or nearly identical positions are available, the minimum number of interviews may be adjusted below three per position. The goal is to leave three interviewees in contention when a selection is made. If two positions are available, four interviewees would be the minimum. If three are available, five interviewees would be acceptable.

The hiring official must contact Recruitment before proceeding if he/she can not identify from the pool the minimum number of finalists necessary to be interviewed.

References

The hiring official may perform reference checks on all of the finalists, successful interviewees or just the selected candidate. However, at least two telephone reference checks must be completed on the selected candidate. (Written references are not required.) Telephone references should be obtained from current or previous supervisors who can provide job-related information about the candidate. If that is not possible, references may be obtained from an individual senior in position to the candidate in his/her current or previous employment that had a working relationship with the candidate. It is also acceptable to contact a professional reference with knowledge of the job performance of the candidate. Peers, coworkers, subordinates, students and personal references may be contacted to supplement the required references.

Persons called during reference checks should be advised that their comments will be used in making the selection decision and will become public record.

The “[Telephone Reference Check](#)” form is a general guideline for reference checks. Documentation of the completed reference checks should be entered into the electronic requisition in the space indicated for references in the “A&P Agreement Request Form” tab including the name of the company or firm, the name and title of the person spoken to, and who completed the reference check. This form can be located on Human Resources website under Recruitment then Forms.

Criminal history checks

Recruitment completes a criminal history check on the selected candidate when the hiring paperwork and the electronic requisition have been forwarded to them for approval. The hiring official may request that a background check be run prior to selection where a finalist indicates on the application that he/she has been convicted of, pled no contest to, or had adjudication withheld for a felony or first degree misdemeanor. The purpose of any criminal history check is to determine whether criminal history is job-related such that it should preclude a candidate from being hired. A criminal history is not necessarily a bar to employment. The criminal history of a finalist should be carefully considered against his/her qualifications for the position, taking into consideration the needs of the university and the requirements of the position.

Candidate questions about the search

A candidate might request information regarding the search process. This sometimes takes the form of asking for guidance about improving credentials for the future, or asking why they did not advance in the search. The University advises hiring officials to provide only access to the public record of the search. Verbal discussions of an applicant’s candidacy are discouraged. The procedure for requesting public documents is available from the EO/AA office.

Screening Procedures with the Use of a Search Committee

The role of a search committee is to assist with the search and screening process by making recommendations to the hiring manager/official. A search committee serves in an advisory capacity only.

The hiring official is the person who will make the final decision on the selection. The role of the hiring official is to appoint the committee, provide the charge, and receive the recommendations prepared by the committee after a thorough review of the credentials of the qualified applicants.

The hiring official is responsible for retention of all public records (such as correspondence and applications). All search materials are public record and are to be retained for three years so that equal opportunity and affirmative action compliance reviews can be performed. After that, State of Florida records-retention procedures apply.

The hiring official may not accept search materials in confidence. Any such materials submitted will not be accepted in the process until the candidate agrees that it can enter the public document file. Hold them in a separate file and notify the candidate that the materials were not a part of the requirement.

Hiring officials are encouraged to consider elements of diversity in their appointments to the search committee. The committee shall include individuals who are knowledgeable about the position being

filled, which may include A&P or USPS (staff) employees, faculty, OPS employees, students, alumni, or other community members. The hiring official should not serve on the committee because the committee will advise the hiring official.

Hiring officials and search committee members should guard against conflicts of interest. No individual with a conflict of interest in the screening process should be appointed to or continue as a member of the search committee. Potential candidates for the position should not be involved in the establishment of job preferences and screening criteria. It is a conflict of interest for a committee member to participate in support activities for a particular candidate, such as serving as a candidate's reference.

Search committee meetings are open to the public and notices of the meetings must be prepared in the online system and posted in Human Resources. Once the meeting notice is prepared, an email should be sent to employment@mail.ucf.edu requesting that the meeting notice be posted. Members of the public may attend as observers only. Committee interaction with any visitor is not required.

Additionally, minutes of the search committee meetings must be prepared and uploaded electronically for review as part of the approval process. Minutes include the decision points of the committee, the criteria for each round, and how they were applied. They should refer to each candidate by name and action taken. Detailed discussion does not need to be recorded in the minutes.

Screening applications

Search committee members should be familiar with the requirements of the position and the criteria that will be used to screen candidates through each stage or "round" of the search. The job description, the ads placed, and other pertinent written materials should be provided to committee members. These documents are available via guest user access in the online system.

Multiple rounds may be completed during one meeting. The number of rounds in the search committee process may vary but the first round consists of screening all applications for minimum qualifications. In the next round(s), the committee compares the qualified applicants' credentials against the established preferences to identify the strongest candidates. Ranking of applicants (i.e. strong, moderate, weak) is recommended. However, rating on point values is not recommended, because validity is hard to establish. If the applicant did not complete the application or failed to answer a request for materials, that fact may be documented as the reason for not advancing the candidate to the next round. In the best interest of the University, continued attempts to recruit the candidate are appropriate.

In cases where the applicant pool is either not diversified or large enough, the hiring official may provide clarification or a new perspective on the criteria and ask the committee to re-screen. Alternatively, the hiring official may take another action to enhance the pool and attract other candidates, or advance additional candidates from the pool, asking the committee to consider them. If the search has been reopened and the pool is still not suitable, the search committee should document why the search cannot be diversified and should seek approval from Recruitment before proceeding.

Candidates must possess the minimum qualifications, (i.e., the appropriate degree and experience) on the closing date. "Appropriate experience" for A&P is defined as experience gained within that occupational category. Certain administrative or professional experience gained in any setting may be valid for meeting A&P minimum qualifications.

Enrollment in the final semester of a required Bachelor's or Master's degree will not normally be interpreted as meeting minimum qualifications. If departments wish to consider candidates who are close to completing their degree, they must advertise and post for "[Level of degree] required by starting date."

Interviews

Telephone interviews may be conducted as a means of narrowing the list of candidates down to a small number of finalists. Regardless of whether phone interviews are used, the hiring department must conduct in-person interviews with a minimum of three finalists. Any exception to this must be approved by Recruitment prior to the final selection.

The current location of a candidate should not influence the ranking of finalists. Departments establish their own policies regarding the payment of any travel expenses for interviewees. The hiring department must apply those policies consistently for all interviewees in a given search.

It is common for the search committee to participate in the interview process. A diverse interview panel is recommended as a means of enhancing diversity in the selection process.

Results of interviews must be entered in the requisition in the online system and will be reviewed as part of the approval process.

Common questions about interviewing

Occasionally, a candidate is considered for two or more identical or nearly-identical positions a short time apart. If an appropriate opportunity was offered for the candidate to interact on campus with the potential colleagues/supervisors and the supervisors recently have interviewed the candidate appropriately for the other positions, a repeated interview may not be necessary. Contact Recruitment with any questions prior to proceeding.

A department offering several identical positions at the same time should cross-reference the other positions in the posting. “Applicants requesting consideration for both positions 123 and 456 will be considered for both positions”.

Interviews of internal candidates should be similar to those offered to external candidates. Equal opportunity guidelines call for offering the same opportunity to each candidate to succeed in the search. However, tours of campus or briefings by related departments may be skipped for internal candidates.

The University requires that in-person interviews be conducted for a minimum of three candidates.

When several identical or nearly identical positions are available, the minimum number of interviews may be adjusted below three per position. The goal is to leave three interviewees in contention when a selection is made. If two positions are available, four interviewees would be the minimum. If three are available, five interviewees would be acceptable.

The hiring official must contact Recruitment before proceeding if he/she can not identify from the pool the minimum number of finalists necessary to be interviewed.

References

The hiring official or search committee may perform reference checks on all of the finalists, successful interviewees or just the selected candidate. However, at least two telephone reference checks must be completed on the selected candidate. (Written references are not required.) Telephone references should be obtained from current or previous supervisors who can provide job-related information about the candidate. If that is not possible, references may be obtained from an individual senior in position to the candidate in his/her current or previous employment that had a working relationship with the candidate. It is also acceptable to contact a professional reference with knowledge of the job performance of the

candidate. Peers, coworkers, subordinates, students and personal references may be contacted to supplement the required references.

Persons called during reference checks should be advised that their comments may be discussed in a public meeting and used in making the selection decision.

The “[Telephone Reference Check](#)” form is a general guideline for reference checks. Documentation of the completed reference checks should be entered into the electronic requisition in the space indicated for references in the “A&P Agreement Request Form” tab including the name of the company or firm, the name and title of the person spoken to, and who completed the reference check. This form can be located on Human Resources website under Recruitment then Forms.

Criminal history checks

Recruitment completes a criminal history check on the selected candidate when the hiring paperwork and the electronic requisition have been forwarded to them for approval. The hiring official may request that a background check be run prior to selection where a finalist indicates on the application that he/she has been convicted of, pled no contest to, or had adjudication withheld for a felony or first degree misdemeanor. The purpose of any criminal history check is to determine whether criminal history is job-related such that it should preclude a candidate from being hired. A criminal history is not necessarily a bar to employment. The criminal history of a finalist should be carefully considered against his/her qualifications for the position, taking into consideration the needs of the university and the requirements of the position.

Candidate questioning of the search

Candidates might request information regarding the search process. This may take the form of asking for guidance about improving their credentials for the future, or asking why they did not advance in the search. No one in the search process is required to provide verbal details on the process or actions. The procedure for requesting public documents is available from the EO/AA office.

Candidate Selection Procedures

Procedures to complete the A&P hiring process

Once a selection is made, the hiring official should complete, or ensure when used, that the search committee has completed, at least two telephone reference checks on the selected candidate and obtain from the selectee an original signed application and original transcript of the highest degree earned. The status of all the applicants should be changed in the PeopleAdmin system (www.jobswithucf.com/hr) to reflect the selected candidate, who was and was not interviewed, and the reasons why. A copy of the advertising should be uploaded into PeopleAdmin in the “Documents” tab for review during the approval process.

Without the use of a search committee

Where a search was conducted without the use of a search committee, the electronic requisition should be forwarded through the Hiring Manager to the Executive User to “Final Recruitment Review.” The original signed application and official transcript should be forwarded to Recruitment. Departments are expected to open the sealed transcript, verify receipt of the highest degree indicated on the application, and add the reviewer’s initials and date.

After Recruitment's review, final approval will occur with Human Resources Compensation. When the Employment Agreement is approved, Human Resources will send the "Selected Candidate Approved for Hire" email to the hiring manager.

More detailed instructions for [completing the A&P hiring process](#) are available on the Human Resources website under Recruitment then A&P Search Process.

With the use of a search committee

Where a search committee was used as part of the search process, search committee meeting minutes should be uploaded into PeopleAdmin under the "Documents" tab. The electronic requisition should be forwarded through the Hiring Manager to the Executive User to "Submit for Final Recruitment Approval." The original signed application and official transcript should be forwarded to Recruitment. Departments are expected to open the sealed transcript, verify receipt of the highest degree indicated on the application, and add the reviewer's initials and date.

Recruitment will review the search committee materials to ensure that the search committee worked according to established procedures and review the original documents. When the Employment Agreement is approved, HR will send the "Selected Candidate Approved for Hire" email to the hiring manager.

More detailed instructions for [completing the A&P hiring process](#) involving a search committee are available on the Human Resources website under Recruitment then A&P Search Process..

Other Appointment Types

Interim appointments

Interim appointments are positions that have become vacant and a UCF employee is selected to temporarily fill the position. Interim appointments may be accomplished without posting the position and without a search committee. An electronic requisition must be created in the PeopleAdmin system to track the workflow and document the hiring action. Interim appointments that are not posted are limited to one year. If an optional search committee is used as part of the search, all search committee guidelines apply.

Visiting appointments

Visiting appointments are time-limited. They can be made to positions that have become vacant where an external candidate is selected to temporarily fill the position. One-year non-renewable visiting appointments may be accomplished without posting the position and without the use of a search committee. An electronic requisition must be created in the PeopleAdmin system to track the workflow and document the hiring action.

Renewable visiting appointments may be renewed for up to four years and require a search. If the position is a Director level or above, the appointment will require the use of a search committee. When a search committee is used as part of the search, all search committee guidelines apply.

Signing in for Payroll & Benefits

Records deadlines

Departments must notify the Records Section of Human Resources, via an electronic Personnel Action Form (ePAF), when an employee is hired. New employee sign-in paperwork, including the signed Offer of Employment, is completed in the hiring department and forwarded to Records. For more specific information regarding deadlines, please refer to the Human Resources website under Payroll Services then [Payroll Calendar](#).

New employee sign-in and orientation sessions

In order to place an employee on the university's payroll and comply with federal immigration law, all new employees are required to complete new employee sign-in within three business days of the employment start date according to the Offer of Employment form. For more specific information on how to sign in an employee and schedule them for orientation, please refer to the Human Resources website under Records then [New Employee Sign-in/Orientation Session](#). During new employee sign-in, employees should be scheduled to attend New Employee Orientation which covers university policies, procedures and benefits.

Benefit enrollment sessions

A "New Employee Benefits Summary" will be provided to all new employees during New Employee Orientation. For more specific information regarding [benefits](#), contact the Benefits office directly for assistance or visit the Human Resources website under Benefits.

Other Resources

New employees may obtain a two week temporary parking permit when they attend the new employee sign-in session. Once the new employee's record is created in Human Resources (may take up to two weeks) the employee is able to obtain a parking decal from the University Parking and Transportation Services office.

Forms are also provided during the sign-in session to allow the employee to obtain an identification card. The ID card allows access to various venues including the University Library and the Health and Wellness Center located in the Education building.

The employee identification number is usually sent to the departmental contact within two business days following the sign-in session with the new employee. Once the employee identification number is created, the department must complete a computer account request form through Computer Services to request a GroupWise account.

Index of Hyperlinks

(In order of appearance)

UCF Human Resources website

<http://hr.ucf.edu>

A&P Hiring Guide

<http://hr.ucf.edu>

Staff and A&P Online Recruitment System Security Access form

<http://www.hr.ucf.edu/web/forms/recruitment/User%20Account%20Access%20Form.pdf>

Request for Exemption from Search form

<http://www.eeo.ucf.edu/exemption.pdf>

List of A&P Job Titles

http://hr.ucf.edu/web/forms/compensation/AP_Job_Titles.pdf

PeopleAdmin system

<http://www.jobswithucf.com/hr>

User Guides for PeopleAdmin System

http://www.hr.ucf.edu/web/recruitment/Online_System_User_Guides.shtml

Other advertising sources

<http://www.hr.ucf.edu/web/recruitment/papers.shtml>

Telephone Reference Check form

http://hr.ucf.edu/web/forms/recruitment/TELEPHONE_REFERENCE_CHECK.doc

Quick Reference to Complete the A&P Hiring Process

http://hr.ucf.edu/web/forms/recruitment/AP_Hiring_Process.pdf

Payroll Calendar

http://hr.ucf.edu/web/forms/payroll/payroll_calendar.pdf

New Employee Sign-in/Orientation Session

<http://hr.ucf.edu/web/records/sign-in.shtml>

Benefits

<http://www.hr.ucf.edu/web/benefits/index.shtml>