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Title

Search and Selection Guidelines for Faculty Recruitment

Policy

This policy applies to all regular faculty positions. They may be tenure accruing or non-tenure accruing positions.

To be successful, these procedures require the close cooperation of the Dean's office staff (a representative of the College of Dentistry Human Resources (CHR) office), department chair, the search committee chair and the departmental faculty/staff when appropriate. The search committee chair/CHR is responsible for maintaining correspondence and documentation during the search process. Once the search is completed, the documentation will be given to the CHR office where it will be retained according to University regulations.

Exceptions

There are a few posting exemptions to make note of which include academic promotions, visiting titles, temporary appointments, adjunct positions, and certain administrative positions. A complete list of posting exemptions may be provided by the CHR office. These types of positions do not require posting of the Position Vacancy Announcement (PVA).

In rare circumstances, if the department chair wishes to request a waiver for a modified recruitment, he/she must contact the CHR office for details.

I. The Request to Fill a Faculty Line

The Request to Fill form is completed and submitted to the CHR office for review and approval by finance and the dean.

II. The Vacancy Announcement

The department chair drafts a vacancy announcement and submits it to the CHR's office for review.

A draft of the position vacancy announcement (PVA) should include the following:

- Position number/Requisition number
- Position responsibilities
- Reporting line(s)
- Minimum required qualifications
- Additional preferred qualifications
- Area(s) of Specialization
- Statement: “Salary and rank commensurate with qualifications and experience”
- Department/college description
- Closing date and/or date the initial review will take place (if “open until filled”)
- Each posting must include the following diversity and open records statements: “The University of Florida is an equal opportunity institution dedicated to building a broadly diverse and inclusive faculty and staff. If an accommodation due to a disability is needed to apply for this position, please call 352-392-2477 or the Florida Relay System at 800-955-8771 (TDD). Hiring is contingent upon eligibility to work in the US. Searches are conducted in accordance with Florida's Sunshine Law.”

III. Advertising the Vacancy

Considerable latitude exists in how and where a position vacancy will be advertised since this is dependent on the level of the search, and on the perceived difficulty in locating suitable applicants. The content of the advertisement as well as the proposed site, journal or publication should be approved by the college equity advisor before advertising. The below guidelines will be followed in the advertising of all regular faculty positions:

- A. The CHR office posts the PVA via the Careers at UF system. The minimum posting requirement for faculty positions is 14 days. Vacancy deadlines may be extended for a minimum of seven days.
- B. A national search is required for an appointment to regular faculty. The college should advertise in a minimum of two approved external sources. In order to recruit women and underrepresented minorities (URM), it is recommended that the search committee advertise in journals such as the National Dental Association Journal, Hispanic Dental Association, Academic Keys, Chronicle of Higher Education, and Inside Higher Ed.
- C. The position vacancy will also be advertised in the following manner:
 - Sent to major distribution lists including DN-Everyone.
 - Posting to appropriate universities, colleges, and a number of predominately minority institutions.
 - Position vacancies will be advertised in appropriate national academic journals, newsletters and distribution lists. The selection of these national advertising sources will be the responsibility of the search committee, with review/approval by the department chair.

- The position may also be advertised in ways other than those listed above; please contact the CHR office for additional resources.
 - All advertisements will include the language listed in Section II.
 - Any changes in rank/title, FTE, salary, etc. must be approved via a request to fill and reposted in Careers at UF for a minimum of seven days. All of these changes (with the exception of salary range) must be reflected in external advertisements.
- D. If necessary, rolling deadlines or “open until filled” postings may be utilized. A rolling deadline may be used as the dean deems appropriate and typically when:
- There has historically been difficulty in filling a position in a singular posting period; and/or
 - There is an unusually tight job market and the number of qualified candidates is very limited.
 - If a rolling deadline is used, the advertisement will include the following language: “The search committee will begin reviewing applications on [specify date] and will continue until the position is filled.” When the search committee has identified a suitable pool of candidates, a closing advertisement date must be selected for the position advertised in the Careers at UF system.

IV. Search Committee Identified and Appointed

The department chair develops a representative list of members to form a search committee.

- A. The composition of the search committee should be diverse; to include: women, minorities, and individuals outside of the hiring department, in order to bring a variety of perspectives to the selection process. It is recommended that the search committee chair be an individual outside of the hiring department. The hiring authority and/or chair of the department may not serve on the search committee as this is viewed as a conflict of interest.
- B. The names suggested for the committee are submitted to the CHR office for the dean’s approval.
- C. Committee includes the search committee chair, minimum of two search committee members, one of which should be from the department, and college equity advisor from the CHR office. The college’s equity advisor or designee serves as “ex officio” on all search committees to ensure that procedures conform to University of Florida rules and regulations.
- D. Depending on the nature of the search, faculty or administrative staff outside the college may be asked to serve on a search committee.
- E. All committee members must complete online training in prior to serving on a search committee.

V. First Committee Meeting

The chair of the search committee or designee organizes the first committee meeting with a CHR representative and appropriate college staff and faculty. This usually includes, the division

director, immediate supervisor, and/or department chair to discuss with the committee the responsibilities of the position and qualities of the candidate(s) they hope to attract.

- A. The committee reviews the vacancy announcement.
- B. The department chair and CHR office discuss the search and selection process, the importance of confidentiality, the nature of the committee and determines timelines for conducting the search.
- C. The CHR office discusses the requirements of posting of meeting notices, maintaining minutes, open meetings, and other aspects of Florida's Open Meetings and Open Records Laws.
- D. All communications from the search committee should come from the search committee chair or designee.

VI. Search Committee Action

- A. The search committee meets prior to the application deadline (or on the "initial review date"). During this meeting, the search committee must identify the method by which applicants will be reviewed and determine whether or not alternative recruitment strategies need to be developed and implemented.
 - A criteria chart is developed by the search committee that directly reflects the minimum and preferred qualifications stated in the vacancy announcement. Note: Applications are not to be reviewed until the search committee has established the criteria chart.
 - Often, the committee will meet on several occasions to review the applicants. The first screening should involve determining whether or not individuals meet the minimum qualifications for the position. Subsequent screenings will become more difficult and qualitative. It is important to apply the same screening criteria to all candidates.
- B. The search committee chair calls a committee meeting to discuss the applicants; it is highly recommended that committee members review application materials in relation to the criteria chart on their own in preparation for discussion during this meeting.
- C. Once the search committee agrees that there is a viable applicant pool and have identified individuals for a telephone or videoconference interview, a memo with the committee's recommendation must be drafted and forwarded to the department chair and dean for review/approval prior to scheduling the interviews.
 - Telephone or videoconference interviews may be conducted with the top candidates by members of the search committee. The committee may interview by telephone or videoconference as many candidates as it deems necessary. Questions to be asked of candidates selected for telephone/video conference interview are determined by the search committee. For additional information and suggested interview strategies, contact the CHR office.
 - The purpose of the call is to verify continued interest and candidate suitability for interview.
 - Acquire any substantive information that may be helpful in determining

- the candidate's suitability.
 - Assess the candidate's interpersonal and communication skills (as best as can be done at a distance).
 - Acquire any substantive information that may be helpful in further narrowing the applicant pool.
- D. As a result of the telephone or videoconference interviews, the committee generally limits their interest, based upon the hiring authority's request, to between three and five candidates. Note: References can be contacted either before or after in person interviews.
- The same questions are generally asked of each reference. Clarification regarding specific candidates is permitted.
 - References should be told that they may also be requested to send a letter of reference, at a later date.
 - Only references listed by the candidate are to be contacted at this point in the search. An immediate supervisor is preferred. A professional colleague able to assess the candidate's direct applicability to the vacant position is sought.
 - If the committee members decide they need to contact sources other than those provided by the candidate, the search committee chair or designee will contact the candidate to request additional references.
 - A synopsis of conversations with references is documented by those who make the calls and submitted to the committee chair and CHR office. Three documented reference checks are required.
- E. The committee prepares a recommendation for interview, in memo format, addressed to the appropriate department chair and dean.
- The memo should be accompanied by supporting documentation (i.e., application and reference materials) and forwarded to the department chair and dean for review/approval.
 - The department chair and dean may accept the recommendations of the committee, may request that other candidates be brought in, may charge the committee to revise the search strategy and repost the position, or may ask that further reference checks on the applicants be completed.
- F. The search committee submits a final recommended interview schedule to the department chair, via the CHR office, to include:
- The names of persons/groups recommended for inclusion in the interview schedule.
 - The names of the lunch and dinner guests.
 - Any pertinent information on the interview.
 - Preferred dates for interviews.
 - The search committee chair or CHR office makes arrangements for those aspects of the interview that the committee is responsible.
 - Taking the interviewee to and from the airport, hotel, meals and interview sessions.

- Having someone who will act in a leadership/facilitator role in each interview session.
 - Designating a committee member to collect all meal receipts for submission to the CHR office for reimbursement.
- G. The CHR office prepares the final interview schedule.
- The committee chair and department chair approve the agenda.
 - The meeting rooms are reserved.
 - The CHR office contacts the interviewee to discuss travel arrangements, secures hotel reservations and provides the final interview schedule.
 - The schedule, vacancy announcement, and CV of the interviewees are distributed.
- H. After all interviews are completed the committee decides whether or not candidates are 'acceptable' for hire for the position. Of great importance is the inclusion of an analysis of each interviewee's strengths and weaknesses for the position in question, and justification for the recommendations.
- The search committee meets to assess the candidates and to review any documents providing feedback on the candidates. Note: Faculty, staff, residents and students participating in the interview are expected to complete an evaluation form submitted to either the CHR office or the search committee chair.
 - The search committee chair submits a memo addressed to the department chair and dean, outlining the strengths and weaknesses of each final candidate to aid in decision-making. The recommendation is accompanied by any supporting documentation deemed necessary by the committee.

VII. Decision to Hire

Once the final candidate is selected by the department chair and dean, the following steps should be completed:

- A. After reviewing the recommendation of the search committee, the department chair makes a recommendation to the dean to accept, reject, or modify the committee recommendation.
- B. A discussion to hire at the appropriate professional level should take place, considering the candidate's education, experience, and criteria referenced in the College of Dentistry's Promotion and Tenure Guidelines. This may require a review by the College's Promotion and Tenure Advisory Committee. If the discussion of tenure upon hire is addressed (at the rank of Associate Professor or above) for exceptional cases, the request and justification should be submitted in accordance with the University's Promotion and Tenure Guidelines.
- C. The department chair will discuss the following items with appropriate administrators prior to developing a letter of offer: lab and/or office space, start-up package, and/or participation in faculty practice.
- D. The CHR office, department chair and dean develop a letter of offer. The letter of offer must include language regarding obtaining an appropriate visa as necessary. Please check with CHR office regarding visa processing timelines. The offer is made to the

candidate by the department chair and dean, contingent upon the completion of an approved background check and education transcripts/equivalency.

- E. The CHR office will initiate the appropriate background check, education verification and will contact Faculty Development Dual Career Services at this time, if applicable.
- F. Once the offer is accepted, the department chair and search committee chair disband the search committee and thank them for their service to the college.
- G. The search committee chair or designee notifies all remaining applicants that the position has been filled. CHR office dispenses applicants in Careers at UF.

VIII. Access to Search Files

Documentation associated with the search is maintained in the CHR office. Current records management information can be found at: <http://cms.uflib.ufl.edu/records/Schedules>. Records should be maintained for four years by the college.

Search files include documentation associated with a search.

- Vacancy announcement and copies of external advertisements.
- Applications
- CV's, and other documentation submitted by candidates.
- Letters of reference and/or documented reference checks.
- All correspondence (to include emails).
- Confirmation that all applicants were given the opportunity to self-identify.
- The criteria chart and other notes as prepared by the search committee.
- Interview schedules for candidates.

Anyone with a need to review this material may do so by appointment in the CHR office.

IX. Responsibility

It is the responsibility of the CHR office to update and maintain this procedure consistent with current practices of the University Office of Human Resource Services and the Office of the Provost.

X. Recruitment Expenses

The dean's office will financially support searches for faculty as well as key administrative positions. This support is generally limited to \$5,000 per search. To stay within this limit, the following guidelines have been established. Should it appear that a successful search will require more than \$5,000, the department chair must obtain approval prior to incurring expenses. If not approved, the department chair may choose to fund recruitment expenses in excess of these guidelines using departmental funds. The CHR office will charge the recruitment expenses to the appropriate account(s).

- A. Suggested Guidelines for Usual and Customary Expenses
 - Lodging reimbursement should be approximately \$140.00 per night.
 - Meal reimbursement per diem is limited to the following:

Breakfast: \$6.00

Lunch: \$11.00

Dinner: \$19.00

B. Expenses Which May be Reimbursed

Prospective employees may be reimbursed for the following expenses when the request is supported by itemized receipts up to the reimbursement limits detailed above.

- Actual cost of transportation to and from the interview site, including local transportation. Expenses for personal automobile use or use of a rented automobile are limited to the amount authorized by the University's travel regulations. Every effort should be made to arrange airline reservations at least 14 days prior to the visit using economy class.
- Actual cost of lodging.
- Actual cost of meals included in search itinerary. Other meals not included in search itinerary can be reimbursed at per diem rate to candidate.
- Spouse or partner expenses for transportation, food and lodging. Spouse or partner visits should be limited to a follow-up visit (following the initial interview) once it is anticipated that a letter of offer will be extended. Additional expenses, related to transporting other family members are not reimbursable.

Full details on "Policy for Business Entertainment" can be found:

<http://www.fa.ufl.edu/directives/entertainment/>

XI. Relocation Expenses

The dean's office will reimburse relocation expenses for newly hired faculty and key staff.

Complete details of University policies and forms can be found at:

<http://www.fa.ufl.edu/departments/payroll-tax-services/moving-expenses/>.

A. Funds Available for Relocation Expenses

- The College of Dentistry limits the total amount of reimbursement of relocation to the actual cost of allowable expenses supported by original invoices or a maximum amount equal to one month salary, whichever is less. Arrangements must take place within one year of hire date.
- If the total cost exceeds the established limits as detailed above, the department may pay the remainder or the new employee may be required to pay the difference. It is the responsibility of the department chair to negotiate this possibility. In this instance, the purchase order will be for that portion of the fixed amount authorized by the department.
- Moving expenses are limited to personal effects, thus moving expenses as defined above do not include professional/lab equipment necessary for job. Requests for moving laboratory equipment and professional equipment should be submitted on a separate requisition. Full moving guide can be found here:

<https://procurement.ufl.edu/wp-content/uploads/2018/01/UF-Moving-Guide.pdf>

B. House Hunting Expenses

Expenses incurred for the purpose of locating housing may be reimbursed in addition to moving expenses. Reimbursement is limited to expenses incurred for one visit, not to exceed three days, for actual costs of transportation, meals and lodging for the employee and his or her spouse/partner.

Definitions

College of Dentistry Human Resources (CHR)

Position Vacancy Announcement (PVA)

References

[UF Faculty Search Process Overview](#)

[Search Waiver Procedure](#)

[Careers at UF](#)

[Policy for Business Entertainment](#)

[UF Moving Guide](#)

Contact Information

Policy Contacts:

Amanda Phelps, Director of Human Resources

aphelps@dental.ufl.edu

Important Dates

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