UCF | **Human Resources**

UNIVERSITY OF CENTRAL FLORIDA

Talent Acquisition Hiring Guide

This document was prepared and is maintained by Human Resources.

Effective Date: March 1, 2007
Revised: November 4, 2024

Jaclyn Velez - November 4, 2024 - Human Resources

Table of Contents

*This document is specifically tailored for non-faculty searches and does not apply to Search Firm, Student Employees, Post Docs, Adjuncts, or Faculty hiring. *

Overview

This document serves as a reference guide regarding the procedures, processes, and documentation required to hire employees following State and Federal law and university regulations.

For information regarding additional procedures, processes, and other requirements specific to your vice-president or college, please contact your area Human Resources Business Center (HRBC). Additionally, there is a Community of Practice Teams folder available to employees in the HRBC that contains HR Standard Operating Procedures (SOPs).

Talent Acquisition Unit

The Talent Acquisition Unit provides strategic guidance and tactical planning in support of UCF's objective of unleashing potential by attracting and hiring the best talent. As a center of expertise, the Talent Acquisition Unit serves in the space between department hiring managers and the competitive talent landscape. We aim to find, and hold on to, talent that drives the university toward success.

Strategy Session

Prior to creating a job requisition, Talent Acquisition recommends scheduling a strategy session to ensure your job posting is clear, concise, and inclusive. During this session, Talent Acquisition will assist with completing the Talent Acquisition Recruitment Plan (TARP), reviewing preferred qualifications, and creating recruitment timelines, and strategies. This strategy session allows our recruiter to gain a deep understanding of the position, enabling us to customize a recruiting strategy that aligns with your specific needs and goals.

Sourcing

During the active posting of a position, Talent Acquisition proactively engages with potential candidates by leveraging multiple channels, including job boards, social media, professional networks, and specialized platforms. Our team casts a wide net to ensure a broad pool of prospective candidates, focusing on the early stages of candidate identification and outreach. We go beyond traditional job postings by directly reaching out to passive candidates, promoting the benefits of joining UCF and encouraging their applications, reducing the time needed to fill open positions while enhancing the overall candidate experience. Talent Acquisition does not actively recruit current UCF employees; they are exempt from our sourcing efforts.

Screening and Shortlisting

Talent Acquisition reviews resumes against the criteria listed on the job posting such as, minimum and preferred qualifications, providing the hiring manager with a comprehensive list of candidates. Our screening process highlights key items for review, such as veteran preferences and application questionnaire responses, which require attention. We recommend candidates for interviews or further review. Additionally, Talent Acquisition can conduct discovery calls or utilize Spark Hire, an on-demand one-way interview platform, to inquire about skills, relevant experience, desired salary, and availability.

Search Committee Support

UCF Talent Acquisition can provide valuable assistance with a search committee process upon request by offering the following services:

- Attendance to search meetings to address HR compliance questions and provide expertise.

- Talent Acquisition can engage in sourcing and candidate outreach efforts.

- Conducting screening for minimum qualifications and/or preferred qualifications.

- Meeting with the search committee to discuss screening results and recommendations.

Talent Acquisition Recruitment Plan (TARP)

The TARP is a recruitment strategy plan that provides a comprehensive roadmap that outlines the posting language, job boards for attracting prospective candidates, preferences, and supplemental questions. It provides a structured approach to ensure that all recruitment efforts are aligned with UCF's goals and standards.

Workday

The recruitment platform used to manage our Applicant Tracking System (ATS). It provides a comprehensive set of tools for managing job postings, tracking applicant information, scheduling interviews, conducting employment reference and background checks, and handling job offers. Additionally, it allows for the initiation and tracking of employee onboarding.

Workday General Navigation

Access the Workday system.

Workday User Types

Hiring Manager
- Ability to submit a requisition.
- Ability to update the applicant status.
- Ability to create interview event.

HRBC added as Primary Recruiter
- Ability to submit a requisition.
- Ability to approve or decline a requisition.
- Ability to update the applicant's status.
- Ability to create interview event.
- Ability to manage references.
- Ability to create offer.
- Ability to manage onboarding.

Talent Acquisition
- Ability to edit and close a requisition.
- Ability to approve or decline a requisition or offer.
- Ability to update the applicant's status.
- Ability to post the requisition.

Search Committee, Search Chair/Assistant, & Additional Viewers
- Access to view applicants.
- Ability to provide feedback.
- Access to view job.
- Ability to update the applicant's status up to offer (Search Chair/Assistant only).
- Ability to upload documents (Search Chair/Assistant only).

Workday Main Menu

The main menu includes several applications. Below are the apps that allow you to request and manage your recruitment.
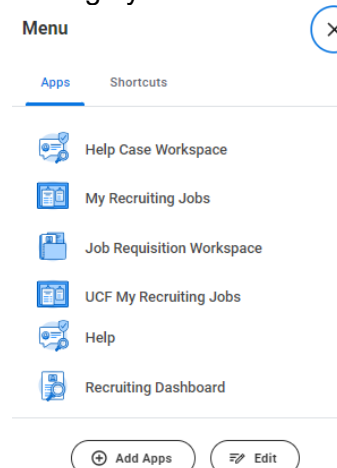
Workday Help

Workday Help allows you to create help cases to notify your HRBC of a vacancy, initiate a strategy session with Talent Acquisition, or when you need assistance with your job requisition.

Recruiting Dashboard

The Recruiting Dashboard is a centralized hub designed to streamline and enhance the recruitment process. It allows you to view and manage all open, closed, filled, and pending job requisitions. Additionally, the recruiting dashboard allows you to track candidates through various stages of the hiring process, from application to offer acceptance.

Applicant Statuses in Workday

User types such as Hiring Manager, Primary Recruiter, Additional Viewer(s), Search Chair, and Search Assistant/Manager will have access to applicants and job information through Workday. Below are the stages applicants will go through following the submission of their application.

- Review
  - (USPS only) Candidates will not be visible. Candidates will be moved to the screen stage by the Talent Acquisition Center once reviewed for veteran preference.
- Screen
- Assessment
- Interview
- Reference Check
- Offer
- Background Check
- Ready for Hire

Before you Post – Planning Phase

When you have a recruitment need and if the position description is two (2) years or older or if you need to create a new position, meet with your HRBC and budget person to discuss workforce needs and secure budget approval. Collaborate with HRBC and Compensation to create new position or update the existing position description. If no changes to the existing position description is needed, or once the position description is updated or created and budget is approved, you can create a Workday help case to initiate a strategy session with Talent Acquisition.

Tips for Creating and Updating Position Descriptions

- Consider how you would describe the position to another person who is unfamiliar with the role.

- Consider what objectives the position must regularly accomplish, and the essential functions.

- Determine what decision-making latitude is appropriate for the role (e.g., does the person make recommendations to a decision-maker or do they make the decision).

- Where possible, review the job responsibilities with the current employee, who typically has a deep understanding of the position.

- Use gender-neutral pronouns like they/them/their.

- Do not write the position description with a particular person in mind. Position descriptions are about the role, not a specific person.

- Determine the preferred education, experience, skills, knowledge and/or abilities that a top candidate should possess.

- Express job duties as what should be done, not how it should be done, so as not to exclude people with disabilities.

Consider the following:

Cost Center
Will the position be paid by Education & General (E&G), Contracts & Grants (C&G), Activity & Service Fee or Auxiliary funds.

- If position is funded by C&G funds, Activity & Service Fee or Auxiliary soft funds, the verbiage below will need to be added on the job posting and on the offer letter.

  - This is a (Contract and Grant (C&G) or Auxiliary) funded position. Employment is subject to availability of funding and may cease at the time funding for this employment is depleted.

Fixed Time
Administration & Professional (A&P) Visiting appointment.
This is an appointment of a person having professional qualifications when either the person or the position is not expected to be available for more than a limited period. This can apply to positions that are vacant. An external or internal candidate can be selected to temporarily fill the position.

- If a search is conducted, the appointment to this position cannot exceed four years in duration.
  - If a recruitment is commenced for an Assistant Vice President level or above, the appointment will require the use of a search committee.

- If no search is conducted, the appointment to this position cannot exceed one year in duration.

- Visiting appointment employees are entitled to all rights, privileges, and benefits of regular, full-time, or part-time employment except the right to continued employment in accordance with applicable university regulations.
  - No UCF employee may serve in a visiting one-year term more than once in their service to the university and no more than a cumulative total of 4 years in any visiting capacity.

Interim Appointment.
This is a limited time appointment for an existing UCF employee that spans six (6) months or more, who assumes full responsibility for another position at or above a manager level. This

appointment may require a change to the incumbent's position number. The incumbent's current position will remain open while they are in interim appointment status. Only current employees are eligible to assume this appointment type. It is standard practice for the employee chosen for an interim role to typically come from the same unit or division, often as part of a succession plan. However, if a hiring manager wishes to consider an employee from outside their unit for an interim appointment, they must first secure approval from the employee's current supervisor and the area VP or College Dean before extending an offer. Interim appointment employees are entitled to all rights, privileges, and benefits of regular, full-time, or part-time employment in accordance with applicable university regulations.

USPS Time-Limited Appointment.
This designation must be made to the position at the time of recruitment. The hiring department has three options available with a Time Limited Appointment:

- If a department elects to select a candidate without a search, the duration of the appointment will be no longer than twelve (12) months.

- If a search is conducted, the department will need to request a job change action annually to continue the time-limited status.

- If the candidate selected is named in a grant, no search will need to be conducted.

Time-Limited employees are entitled to all rights, privileges, and benefits of regular, full-time, or part-time employment except the right to continued employment in accordance with applicable university regulations.

Other Personnel Services (OPS).
Other Personnel Services (OPS) positions are temporary employment relationships typically used for the completion of short-term, temporary, or intermittent tasks, and for a short-term or temporary need. These are "at will" positions that do not require notice periods for separation. Other Personnel Services positions do not qualify for paid holidays or leave benefits. Certain OPS positions may qualify for insurance benefits depending on hours and a measurement period.

Please see OPS policy for further information.

Supplemental Questions
Consider the use of supplemental questions in your job posting. Supplemental questions may be used to screen or gather additional information about applicants to make a better decision about whom to interview. These questions must be job-related and need to be included in the TARP when initiating the job requisition.

Create a Position Job Article

Create a position job article.

Getting Started

When is a Competitive Search Required?

A competitive 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 positions, unless specifically exempted. For a description of search exemption categories, please refer to the "Request for Exemption from Posting" form. For assistance with using this form contact the Office of Institutional Equity (OIE). **NOTE: Exemptions in two categories require approval by OIE PRIOR to extension of an offer. They are indicated on the form.**

If a UCF employee who has received notice of layoff (or has already been terminated by the university due to layoff) applies for a position and meets the required qualifications as described in the posting, he or she may have alternative employment preference or recall rights. In this situation completion of the search may not be required. Please refer to Appendix A of this guide for information regarding the hiring process for a candidate with confirmed UCF alternative employment preference or recall rights.

Advertising Criteria

All job requisitions without exemptions are required to be posted for a minimum of five (5) full business days. If the position is posted at or after 12pm, the first day starts the next business day. If the position is advertised with an end date, the end date cannot be changed to close earlier. Positions may be "open until filled," and may be closed at any point after 5 business days.

All positions must be advertised and posted with minimum qualifications as designated on the class specification. Enrollment in the final semester of a required bachelor's or master's degree typically will not be interpreted as meeting the minimum qualifications. If a department wishes to consider candidates who are close to completing their degree, they must advertise and post for "[Level of degree] required by starting date." with Talent Acquisition's approval prior to post. All other job-related qualifications must be listed as "preferred qualifications." Preferred qualifications are required for all A&P, USPS, & OPS postings. Search criteria must be applied to all submitted applicants.

Candidates who apply to USPS postings will be released to the hiring departments once Talent Acquisition has reviewed the candidate pool for employment preferences.

Advertising Outreach

Before posting a job position, it is crucial to implement effective sourcing strategies to attract a broad representation of qualified candidates. This can include utilizing external job boards to reach a wider audience.

A hiring official may choose to advertise to UCF employees exclusively when it is anticipated that a well-qualified pool of candidates is available within the University. These internal postings do not require a second source of advertising. However, this approach should not be used for positions that are subject to Affirmative Action Plan (AAP) placement goals, where external recruitment is necessary to meet these objectives.

USPS or OPS positions posted as external postings are not required to have a second source of advertising but have the option to utilize outside sources if they choose to. In addition to posting on the UCF external career portal, 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.

Talent Acquisition provides options for online ads with CareerBuilder, Higher Ed Jobs, and Diversity Jobs as well as a partnership with Job Elephant. Job Elephant creates postings for its clients and provides a portal to view and access them, as well as provides recommendations for each posting based on market research and previous ROI. Please contact Talent Acquisition for more information. Professional organizations' websites and listservs are also acceptable as second sources of advertising.

Filling Multiple Vacancies

A department has the option to post multiple vacancies with same position title, work location and work schedule.

Multiple Job Requisitions
You can create a job requisition for Multiple Existing Positions in Workday. When selecting a job requisition for multiple positions, ensure that the positions have the same supervisor, title, work location, and work schedule. While the job requisition is open, the listed positions cannot be removed, and no new vacant positions for the same role can be added.

Evergreen Job Requisitions
Evergreen job requisitions are for ongoing or continuous job openings. Evergreen requisitions are used to continually attract and collect applications for roles that frequently need to be filled. These roles typically have high turnover rates or are consistently in demand.

Create a Job Requisition Job Article

Create and Edit a Job Requisition job article.

When Is a Search Committee Required?

Use of a search committee is required for A&P positions at the Assistant Vice President (AVP) and above as part of the search process, regardless to whether the position is posted internally or externally. In all cases where a committee is used regardless of level of position, the hiring department must follow the Search and Screening Guidelines posted on the Office of Institutional Equity's website.

Key Difference from Faculty Search Procedures

- The only recruitment plan required is the Talent Acquisition Recruitment Plan (TARP). No additional recruitment plans are necessary.

- Talent Acquisition can review applicants as a part of Talent Services screening and categorize applicants.

- Unlike the faculty search process, in which the Office of Institutional Equity reviews the candidates selected to progress to the interview stage prior to the interviews being conducted, there is no need for an additional review of the candidates selected to progress to the interview stage for non-faculty search committee process.

Search Committee Panel

Search committees play a vital role in recruiting, evaluating, and recommending the most qualified candidates for employment. Search committee members are often the first university employees that a candidate will meet. Each committee member has an opportunity to represent the university as a broad representation and welcoming community.

The search committee size, composition, and scope will vary based on the specific position being recruited for. However, it is required that search committees consist of at least three (3) members.

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 application materials of the qualified applicants.

The hiring official is never a member of the committee. Once the committee has completed their review and makes recommendations to the hiring official, the hiring official is the person who will make the final decision on the selection. For more information about the duties and responsibilities of a search committee in the recruitment process, please see the University's Search and Screening Guidelines posted on the OIE website.

Search Committee Notice

Search committee meetings are open to the public and notices of the meetings must be prepared in advance. Notice templates can be found on the HR website (A – Z Index). Once the meeting notice is prepared, submit the search notice request by creating a case via Workday Help as a Talent Acquisition case type, requesting that the meeting notice be posted on the University calendar. The meeting notice should be submitted to Talent Acquisition a minimum of 48 hours before the meeting takes place.

Members of the public may attend as observers only. Committee interaction with any visitor is not required. Meeting held virtually should utilize Zoom as the preferred virtual platform as it generates an external link for attendees. Meeting notices are mandatory for all search committee meetings involving two or more search members convened to deliberate on the position and/or candidate assessments. Failure to provide a meeting notice may result in a failed search.

Search Committee Minutes

Minutes of the search committee meetings must be prepared and uploaded on the selected candidate's profile on Workday for review as part of the offer approval process. There should be a corresponding document reflecting the meeting minutes uploaded for every search notice.

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. Multiple rounds may be completed during one meeting. Additionally, search committee meetings should not be audio or video recorded. The utilization of AI for notetaking during search committee meetings or interviews for candidate evaluations is prohibited because AI-generated transcripts may be subject to public records laws and must be retained by the hiring department for the specified retention period.

Search Committee Interview Requirements

For Senior level position (AVP and higher) having at least three on-campus finalists is the University's practice. However, having two on-campus finalists instead of three is permissible when there have been at least two virtual rounds beforehand (this includes preliminary interviews), with the most recent round having at least three people.

Search Committee Disposition Reasons by Rounds

- Review candidates, candidates that do not meet the minimum qualifications stay in Round 1.
    - Round 1 – Screen - Did Not Meet Minimum Qualification.
- All other candidates are moved to Round 2, assess candidates and those who do not meet preferences stay in Round 2.
    - Round 2 – Screen or Assessment - Meets Minimum Qualification Not Hired – Not Interviewed.
- All other candidates are moved to Round 3, assess candidates and those who do not meet the criteria for an interview stay in Round 3.
    - Round 3 – Screen or Assessment - Meet Preferred Qualifications Not Hired – Not Interviewed.
- All other candidates are moved to Round 4, interview candidates and those who do not meet the criteria stay in Round 4.
    - Round 4 – Interview - Less relevant education and/or experience than applicant(s) selected.
- Continue subsequent interview rounds.
    - 2nd interview if needed.
        - Round 5 – Interview - Less relevant education and/or experience than applicant(s) selected.
    - 3rd interview if needed.
        - Round 6 – Interview - Less relevant education and/or experience than applicant(s) selected.

Screening Phase

Screening Candidates

Upon the advertisement closing Talent Acquisition will provide a thorough review of candidates based on the criteria established on the advertisement and strategy meeting.

Talent Acquisition follows a widely applied standard practice to ensure consistency and fairness in our evaluation process. When candidates have overlapping positions, we count the time only once. Counting overlapping time as additional experience can inflate a candidate's years of experience artificially. For instance, if someone held two jobs simultaneously for two years, counting it as four years would misrepresent their actual time in the workforce.

NOTE: Original applications and resumes, if applicable, used to apply for the positions must qualify the applicants for the minimum qualifications of the positions they have applied for to be considered for the positions. Candidates not meeting minimum qualifications based on all the documents submitted at the time of application (original application and resume, if applicable) should not be considered nor interviewed for the position.

The hiring manager will have access to the candidates and the autonomy to screen them. The criteria to help prioritize applicants for interviews are as follows:

- Does not meet minimum qualifications — No interview.
- Meets minimum qualifications — May interview.
- Meets minimum and preferred qualifications — Interview.

Candidate Preferences

Candidates applying to a USPS posting will be released to the hiring official by Talent Acquisition following the posting close date.

- **Veteran's preference (USPS positions only)** – Applicants who have been granted Veteran's Preference and meet the minimum qualifications of the position stated on the job posting should be given preference in the selection process and must be interviewed. Hiring officials must use the minimum qualifications (not the preferences) indicated on the job posting to determine whether the applicants who have been granted Veteran's Preference meet the minimum qualifications for the positions. Applicants requesting Veteran's Preference must submit a copy of their DD-214 or supporting documentation by the closing date of the position or within 48 hours from when a Talent member contacts them for submission. Applicants who request preferences but do not qualify for preference or provide documentation at time of application submission will not be granted veteran's preference.

Candidates who have received a written notice or have been laid off will be identified by Talent Acquisition.

- **Written Notice/Recall Preference** – (alternative employment preference or recall rights) Applicants granted Written Notice/Recall Preference who meet the minimum qualifications for a position on the same campus and within an equal or lower pay

range as the current/prior employee's role, they must be interviewed, pausing active recruitment. For applicant with written notice preference if not be selected, the hiring manager must provide a written business case to Talent Acquisition. Approval from Talent and the CHRO is required for the case prior to proceeding. For the applicant with recall preference, the department is required to hire them.

Managing Candidates Job Article

[Manage Candidate on a Job Requisition job article.](#)

Selection Phase

Interviewing

SparkHire

Talent Acquisition leverages Spark Hire, an online one-way interview platform, to enhance the interview experience, offering convenience of time for both candidates and our hiring team. It is important to note that the platform is selectively employed at the hiring manager's discretion and is not universally applied to every position. The use of Spark Hire necessitates a two-way second-round interview.

*To facilitate the first-round interview process via Spark Hire, the Talent Acquisition team would need the following information from Hiring Managers:

- **Candidate Selection:** Provide a list of candidates chosen to participate in the first-round interviews.

- **Interview Questions:** Up to five pre-determined interview questions to be presented to the candidates.

- **Deadline for Completion:** A designated deadline for candidates to complete their Spark Hire interviews.

Interview Panel

An interview panel is a team committed to interviewing and aiding the selection process for a position. The panel process is beneficial because it provides varying perspectives, helps to minimize biases, and involves employees and customers in the hiring decision. An interview panel should be composed of at least two (2) individuals who have a strong knowledge of the position and its requirements. UCF strongly encourages a broad representation of the panel. Although the interview panel provides recommendations, they are not charged with eliminating candidates from the pool; this is the responsibility of the hiring official. The hiring official is required to review all applications and participate in the interview process.

Interview Process

Talent Acquisition recommends initiating the interviewing process once the job posting is closed. Conducting interviews after the posting closure enables recruiters and hiring managers to focus their efforts on assessing the existing applicant pool. This approach fosters a positive candidate experience by ensuring timely consideration and communication in real-time. Furthermore, maintaining the posting open during interviews may result in inconsistencies in how candidates are treated based on their application timing.

Preliminary interviews may be conducted in-person, one way on demand (Spark Hire), by phone, or virtually. If the hiring department chooses to conduct telephone interviews or one way on demand as a preliminary interview process, it must apply consistently to all the applicants (including internal applicants) whom the department is interested in for the position. The use of a telephone or one way on demand interview necessitates a two-way second-round interview for final candidate selection.

Talent Acquisition strongly recommends completing the "Schedule Interview Workday Task" to log the interview date and time. This task ensures the details of when the candidate(s) will meet with the interviewer(s) are recorded for historical purposes. For detailed guidance on how to complete this task, please refer to the "Scheduling Candidate Interview" job article in Workday.

For non-senior positions (under AVP), whether the job posting is internal only or open to both internal and external candidates, scheduling three or more applicants for a final two-way interview is the standard practice at the University. However, having two finalists instead of three is permissible when there has been at least one two-way interview beforehand (this includes virtual or face-to-face interviews), with at least three people. This supports university policy and federal selection guidelines that the interview stage of the selection process is competitive. If the hiring department is unable to interview the required number of candidates after due diligence, they should reach out to Talent Acquisition for guidance.

Regardless of the format chosen, interview questions must be structured in the same order and allow an equal amount of time for each candidate to respond. In accordance with Federal and State laws and University policies. Interview questions must be job-related and not pertain to a protected status, such as race, gender, age, national origin, religion, sexual identity, disability, or veterans' status.

All candidates in the round must be interviewed in the same format – meaning, if the decision is made to conduct finalists' interviews virtually, then all finalists are to be interviewed virtually. A hybrid approach is not permitted without permission from Talent Acquisition. Such permission may be provided in limited circumstances based on state or federal law travel restrictions, unexpected flight cancellations, or pandemic-related reasons. Should an occasion arise beyond these approved reason, such as an illness, we advise contacting your HR Business Center or Talent Acquisition for alternative solutions or guidance. Uniformity in interview approach is essential to ensure that all candidates are given equal opportunities.

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 each search.

Results of interviews as well as non-selection rationales for all applicants must be entered in Workday and will be reviewed as part of the offer approval process. Talent Acquisition highly recommends changing the applicant status once a decision is made in real time and notify those applicants not moving forward in the process and no longer under consideration.

Types of Interview Questions:

- Behavior Based — An interview technique that focuses on a candidate's past experiences, behaviors, knowledge, skills, and abilities by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills as a means of predicting future behavior and performance.

- Situational — An interview technique that gives the interviewee a scenario to help assess how a candidate would perform by asking the candidate to provide examples of how he/she would respond given the situation described.

- Competency Based — An interview technique that focuses on core competencies that align with your position and the organization that would help interviewers better evaluate a candidate's skills.

Types of Questions to Avoid:

- Yes/No questions will leave the interviewer with limited information to work with when it comes to determining a candidate's skills.

- Questions that are not job related.

Helpful Hints to Conduct a Successful Interview:

- Determine an interview facilitator (typically Hiring Manager) who will oversee the interview process.

- Discuss the order in which the panel will ask questions.

- Begin by explaining the interview process which should include panel introductions, position description, etc.

- After the interview, provide next steps in the process to the interviewee.

- Always have someone walk the interviewee out.

Schedule Candidate Interview Job Article

Schedule Candidate Interview job article.

Employment References

Employment Reference Checks
The "Employment Reference Check" form is a general guideline for reference checks. The hiring department will decide at time of creating a job requisition whether they will conduct the employment reference checks electronically in Workday or manually. When moving the candidate to reference stage in Workday, the system will automatically contact the candidate requesting two referee contact information. If the hiring manager decides to call the reference to complete the employment reference form, documentation of the completed reference checks must be uploaded into Workday under the selected candidate's profile. This form can be located on the Human Resources website under (A – Z Index).

The hiring official may perform reference checks on all the finalists, successful interviewees or just the selected candidate.

External Candidate
Two employment reference checks must be completed by a current or previous supervisor. The hiring official also has the option to request a Letter of recommendation and add additional reference questions to the approved UCF employment references. In order of requirement:

1. Employment references must be obtained from current or previous

supervisors/managers who can provide job-related information about the candidate.

2. If item #1 is not possible, references may be obtained from someone in a supervisory/managerial chain of command position who has had a working/reporting relationship with the candidate.

3. If the department is unable to secure item #1 or item #2, please contact Talent Acquisition.

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

Internal Candidate
If the selected candidate is an internal candidate, references are not required unless the employee does not have a performance evaluation on file. When a hire for an internal employee does not have a performance appraisal, one of the following will need to apply:

- One reference from their current UCF supervisor is completed.

- Two references from previous supervisors if the internal candidate wants to avoid having their current supervisor contacted.

- If the internal candidate is being hired by their current supervisor, or the supervisor in the chain of command an employment reference is not required.

Please initiated a Workday Help case to Talent Acquisition with your intent to hire an internal candidate. Talent Acquisition will review the internal candidate's performance evaluation for good standing. Talent Acquisition will advise the hiring department of the internal candidate's status.

Request & Review Candidate Reference Checks Job Article

[Request & Review Candidate Reference Checks job article.](#)

Background Checks

Background Check Review

The kNEXT (Knights Experience Team) will assess the appropriate background check type (such as UCF standard, Level 2, Foreign Influence Employment and Education, etc.) and complete a criminal background check on the selected candidate when the candidate is moved to the background check. The hiring official may request that a background check be run prior to final selection. The purpose of any background check is to determine whether criminal history is such that it would preclude a candidate from being hired. A criminal history is not necessarily a bar to employment. The criminal history of a finalist will be carefully considered by Human Resources against his/her qualifications for the position, taking into consideration the needs of the university and the requirements of the position.

Complete Background Check Job Article

[Complete Background Check job article.](#)

Transcripts

Transcripts Process

The hiring department's Primary Recruiter will need to obtain at least a copy of the original transcript of the highest degree earned from the selectee if required. Change the status of all the applicants in Workday to reflect the selected candidate, and a rationale for non-selection for all remaining applicants.

*Note: A copy of the transcript is acceptable for processing; however, an official transcript must be submitted to the Human Resources Business Center (HRBC) or Knext (Knights Experience Team) within 30 days of the hire date for domestic transcript. Original official international transcripts must be submitted to the HRBC or kNEXT within 90 days of the hire date and verification with translation and approved accreditation will be required. A list of the approved agencies is listed under Educational Translations and Evaluations in the A-Z Index on the Human Resources website. If the official sealed transcript is mailed or electronically sent by the school or clearinghouse directly to the hiring department, the department may open the sealed/emailed transcript, verify receipt of the highest degree indicated on the application, and add the reviewer's initials and date. Once validated, the HRBC or kNEXT will add their degree information under the Career tab and attach the official transcript to the employee's profile in Workday.

Manage Employee Education Job Article

[Manage Employee Education job articles.](#)

Job Offer

Submitting an Offer

The offer is typically the first point for initiating an offer process for an applicant by the hiring department's HR business center. An offer is required for every hire. Below is the information captured in an offer letter.

The offer letter contains the following:
- Personal Details
- Job Details
- Position Details
- Offer Details
- Onboarding Details
- Additional documents (i.e., clauses, relocation agreement)

Selected candidates who are current UCF employees must begin their new role at the start of a pay period.

Documentation Needed for Talent Acquisition Approval

The following additional documentation should be uploaded by the hiring department's Primary Recruiter in Workday under the selected candidate's offer details if applicable:

- A copy of the secondary advertising source must be uploaded.
- Copy of official/unofficial transcript.
- If search committee was utilized, search committee meeting notices should be uploaded. For each notice there should be a corresponding document reflecting the meeting minutes. All applicant names should be listed under the round they were assigned during the search committee process.
- A copy of any waiver(s) or exemption(s) to the hire process that were granted by (OIE) Office of Institutional Equity or Talent Acquisition.
- Employment of relatives form with the appropriate organizational chart (if applicable).
- A copy of employment references (if applicable).
- Compensation analysis (if applicable).

Offer letter should be carefully reviewed prior to submission to ensure that all applicable fields and documentation needed have been accurately completed. If the offer is submitted incomplete, the offer card will be sent back to the hiring department for completion before it will be processed.

Non-Faculty Job Offer Approval Job Article

[Non-Faculty Job Offer Approval job article.](#)

Salary

HRBC leaders can provide an acceptable compensation range after reviewing the selected candidate's resume. If the proposed salary exceeds the midpoint of the assigned salary grade, departments are advised to refrain from extending verbal offers until the Compensation Center of Excellence (COE) has reviewed the request. HRBCs are encouraged to submit their placement tool as documentation and evaluation for this review.

Compensation will assess the request, provide guidance, and indicate their support (or lack thereof) for the proposed salary. If the department chooses to offer a salary above the amount supported by Compensation, approval must be obtained from the Dean or area VP and submitted to Talent.

Talent Acquisition will then review the checklist to ensure all required items are complete. HRBCs need to upload approvals if over the midpoint on the selected candidate's offer details. Once verified, the offer will be extended to the selected candidate.

Retention of Documents

The hiring official is responsible for retention of all public records (such as correspondence and applications). All search materials are considered public records and are to be retained for four

years so that equal opportunity and affirmative action compliance reviews can be performed. For additional details refer to the Records Retention Schedule.

The hiring official may not accept search or application 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. After that, State of Florida records-retention procedures apply.

Personal notes taken during the hiring process are considered private and are not subject to public records, provided they are not shared and are solely utilized as a point of reference for the note taker.

Disposition Reasons by Stages

Each hiring stage contains three disposition categories: General, Search Committee Process, and Only for Talent Acquisition. If you are using a search committee, select disposition reasons from the "Search Committee Process" category during the screen-to-interview stages. For all other stages or processes, use the "General" category. Please refrain from using disposition reasons under the "Only for Talent Acquisition" category.

Screen Stage

- General category
  - Poor Work History
  - Did Not Meet Minimum Qualifications
  - Less relevant education and/or experience than applicant(s) forwarded
  - Did Not Meet Preferred Qualifications
  - Additional Requested Information Not Provided
  - The university is unable to provide visa sponsorship for this role
  - Incomplete / Insufficient Application
  - Candidate No longer interested
  - Candidate No Longer Interested - Salary Not Satisfactory
  - Duplicate Candidate
  - Not Eligible to Apply
  - Moved to Another Job Requisition
  - Recruitment Cancelled
  - Recruitment Filled
  - Unable to Contact
  - Candidate Withdrawn
  - Relocation Issue
  - Domiciled in an FCC

- Search Committee Process Category
  - Round 1 - Did Not Meet Minimum Qualifications
  - Round 2 - Meets Minimum Qualifications Not Hired - Not Interviewed
  - Round 3 - Meet Preferred Qualifications Not Hired - Not Interviewed

Assessment Stage

- General category
  - Poor Work History
  - Did Not Show for Scheduled Assessment
  - Failed Assessment
  - Less relevant education and/or experience than applicant(s) forwarded
  - Did Not Meet Preferred Qualifications
  - Additional Requested Information Not Provided
  - The university is unable to provide visa sponsorship for this role
  - Incomplete / Insufficient Application
  - Candidate No longer interested
  - Candidate No Longer Interested - Salary Not Satisfactory
  - Duplicate Candidate
  - Not Eligible to Apply
  - Moved to Another Job Requisition
  - Recruitment Cancelled
  - Recruitment Filled
  - Unable to Contact
  - Candidate Withdrawn
  - Relocation Issue
  - Domiciled in an FCC

- Search Committee Process Category
  - Round 2 - Meets Minimum Qualifications Not Hired - Not Interviewed
  - Round 3 - Meet Preferred Qualifications Not Hired - Not Interviewed

Interview Stage

- General category
  - Less effective interview
  - Less relevant education and/or experience than applicant(s) selected
  - Failed to Respond to Request for Interview
  - Candidate Declined interview
  - Candidate Declined Interview - Found Another Job
  - Candidate No longer interested
  - Candidate No Longer Interested - Salary Not Satisfactory
  - Did Not Show for Scheduled Interview
  - The university is unable to provide visa sponsorship for this role
  - Alternate candidate
  - Duplicate Candidate
  - Moved to Another Job Requisition
  - Recruitment Cancelled
  - Candidate Withdrawn
  - Candidate Hired by Kelly Services
  - OIE Reviewed - Applicant Moved in Error
  - Candidate Interviewed - Salary Not Satisfactory
  - Candidate Interviewed - Candidate Withdrawn
  - Candidate Interviewed - Candidate No Longer Interested
  - Relocation Issue

- - Domiciled in an FCC
  - Other

- Search Committee Process Category
  - Round 4 – Less relevant education and/or experience than applicant(s) selected
  - Round 5 – Less relevant education and/or experience than applicant(s) selected
  - Round 6 – Less relevant education and/or experience than applicant(s) selected
  - OIE Reviewed - Applicant Moved in Error

Reference Stage

- General category
  - Unsatisfactory Reference Check
  - References Requested but Not Provided
  - Candidate No longer interested
  - Candidate No Longer Interested - Salary Not Satisfactory
  - Less relevant education and/or experience than applicant(s) selected
  - Duplicate Candidate
  - Moved to Another Job Requisition
  - Recruitment Cancelled
  - Candidate Withdrawn
  - Candidate Hired by Kelly Services
  - Relocation Issue
  - Domiciled in an FCC

Background Stage

- General category
  - Failed Pre-Employment Check
  - Other
  - Candidate Declined Due to Salary Requirements not Met
  - Candidate No longer interested
  - Did Not Complete Pre-Employment Check
  - Did Not Show for Pre-Employment Check
  - Duplicate Candidate
  - Recruitment Cancelled
  - Candidate Withdrawn
  - Candidate Hired by Kelly Services
  - Relocation Issue
  - Domiciled in an FCC

Offer Stage

- General category
  - Declined - Accepted Another Offer
  - Declined - Relocation Issues
  - Declined - Salary Not Satisfactory

- o Declined - Unacceptable Working Conditions
- o Declined - Other
- o Duplicate Candidate
- o Recruitment Cancelled
- o Candidate Withdrawn
- o Offer - Alternate Candidate
- o Candidate Hired by Kelly Services
- o Relocation Issue
- o Domiciled in an FCC

FAQs

What if the applicant interviewed recently for a same title or similar position?

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 with the potential colleagues/supervisors, and the supervisors recently interviewed the candidate appropriately for the other positions, a repeated interview may not be necessary. Contact Talent Acquisition with any questions prior to proceeding.

What is the difference when interviewing an internal and external candidate for the same position?

Both internal and external candidates must have the same interview experience. Equal opportunity guidelines require that each candidate be granted the same opportunity to succeed in the search. However, tours of campus or briefings by related departments may be skipped for internal candidates.

How many applicants do I need to interview?

The University requires a minimum of three candidates are interviewed. When posting multiple vacancies with same supervisor, position title, work location and work schedule, the minimum number of interviews will need to be adjusted. The goal is to leave two interviewees in contention when a selection is made. For example, if two positions are available, four interviewees would be the minimum. If three are available, five interviewees would be acceptable. The hiring manager must contact Talent Acquisition before proceeding if he/she cannot identify from the pool the minimum number of finalists necessary to be interviewed.

What to do if an applicant requests 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 managers to provide 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 in the (OIE) Office of the Institutional Equity website.

Glossary

Employees Classes

Administrative and Professional (A&P) Position
A&P positions receive certain benefits, amount of leave, and notification of termination that are exclusive to the A&P pay plan. There is no probationary period. Professional jobs typically oversee the design, implementation, and delivery of processes, programs, and policies using specialized knowledge and skills normally acquired through advanced education and/or specialized training. Professional jobs are exempt under the Fair Labor Standard Act (FLSA), and have responsibility in a field, function, or specialty area.

Executive Service (ES) Position
ES positions receive certain benefits, amount of leave, and notification of termination that are exclusive to the ES pay plan. ES positions serve as chief level or higher classifications reporting directly to the president, provost, or senior vice president. ES is reserved for positions that direct a major functional area with institution-wide scope/impact and the work of other professional employees.

The requirements and processes ES are set by the university. The Division of Retirement refers to this class as Senior Management Service Class (SMSC).

University Support Personnel Services (USPS)
USPS positions are assigned professional, paraprofessional, administrative, clerical, secretarial, technical, skilled crafts, service, or maintenance duties. Some USPS positions are recognized through collective bargaining agreements and/or state statute. Certain benefits, amount of leave, and notification of termination are exclusive to the pay plan. USPS employees earn regular status in the USPS after an original successful completion of a designated twelve (12) probationary period.

Other Personnel Services (OPS)
OPS employee refers to a category of employment that is temporary and typically does not include the same benefits as regular full-time or part-time positions. OPS employment at UCF serves as a vital resource for addressing temporary staffing needs while offering diverse job opportunities within the university.

Appointment Types

Regular Appointment
This is an original or continuing appointment. A recruitment search is required for all regular appointments unless the hiring official has applied for and has been granted a waiver of search by either the President or the Office of Institutional Equity. Regular appointment employees are entitled to all rights, privileges, and benefits of regular, full-time, or part-time employment in accordance with applicable university regulations.

USPS Probationary appointment
This is an appointment to a position in a class for the designated period, where the employee meets the minimum qualifications for the position. Continuous successful performance is required to successfully complete a twelve (12) month probationary period. Each employee will

serve only one initial probationary period upon hire with the university, except for those covered by the Police Benevolent Association (PBA) Collective Bargaining Agreement. Probationary employees are entitled to all rights, privileges, and benefits of regular, full-time, or part-time employment except the right to continued employment in accordance with applicable university regulations.

Appendix A-Hiring Process for Candidates with Alternative Employment Preference or Recall Rights

As stated in the "Search & Screening Procedures" section of this guide (see "What is a search and when is one required?"), current UCF employees who have been given notice of layoff, or former UCF employees who have been terminated from the university due to layoff, may have alternative employment preference or recall rights to an available position and, thus, completion of the search process may not be required.

Difference between Alternative Employment Preference and Recall Rights

Employees who have been given notice of layoff, ***but who have not yet been terminated***, are to be given ***preference*** when they apply for appropriate (equivalent or lower) positions on the same geographic campus. The alternative employment preference period occurs after notice of layoff, but before termination.

Employees who ***have been terminated*** because of a layoff have the ***right*** to be offered employment for same or similar positions for which they apply on the same geographic campus. The recall rights period commences after termination and extends for either one year (for USPS and out-of-unit A&P employees), 18 months (for employees covered by the Police Benevolent Association collective bargaining agreement) or two years for in-unit A&P and faculty.

Eligibility Guidelines

Regular USPS, A&P, and Faculty E&G employees who have been given notice of layoff or have been laid off are eligible for either alternative employee preference and/or recall rights (see above). For more information on eligibility, please go to UCF Layoff Regulations.

Identifying candidates with Alternative Employment Preference or Recall Rights

Departments should post vacancies as usual via Workday from the time recruitment is approved to begin for a minimum of five (5) business days. Note that if an employee with alternative employment preference or recall rights is selected, after consulting with Talent Acquisition, the search may be concluded at that point and the online requisition completed as normal in Workday.

Candidates will identify themselves as having alternative employment preference or recall rights via the online application. Much like the veterans' preference extended to USPS employees, this information will be verified by Talent Acquisition (for A&P and USPS positions only) and will be readily visible in Workday.

As part of the hiring approval process, Talent Acquisition will verify that recall rights and

alternative employment preference were given to those eligible to receive it.

Interview and selection process for candidates with Alternative Employment Preference or Recall Rights

Hiring officials are required to interview those candidates that have been identified as having alternative employment preference. Employees with alternative employment preference must meet the minimum qualifications.

Employees that have been verified to have recall rights must be interviewed and must be hired if they meet the minimum qualifications of the position.

If several employees who apply meet these criteria, the order of selection should be made first based on those that have recall rights. If several employees have recall rights, then the employee best suited for the position should be selected.

If a unit does not select any of the employees with alternative employment preference or recall rights in its candidate pool, such a decision must be countersigned and supported by the Layoff Committee.

Hiring a candidate with Alternative Employment Preference or Recall Rights

If upon consultation with Talent Acquisition a unit identifies and selects a candidate with alternative employment preference or recall rights, the unit may discontinue the search at that point and complete the online requisition as normal in Workday.

Additional questions about Alternative Employment Preference and Recall Rights

Alternative employment preference and recall rights are governed by the UCF Layoff Regulation (for most USPS and out-of-unit faculty and A&P employees) or Article 13 of the BOT-UFF Collective Bargaining Agreement (for in-unit faculty and A&P employees).

- UCF Layoff Regulation
- BOT-UFF Collective Bargaining Agreement
- Additional layoff information specifically addressed to affected employees may be found on Human Resources' website under Employee Relations (see "Layoff Q&As").

Index of Hyperlinks

[Affirmative Action Plan Job Groups / Job Titles with Placement Goals](#)

[Community of Practice Teams Folder](#)

[Employment Reference Check Forms](#)

[Employment of Relative Policy](#)

[Human Resources Website](#)

[OPS Policy](#)

[Other Advertising Sources](#)

[Primary Recruiter Hire Checklist](#)

[Request for Exemption from Posting Form](#)

[Total Rewards Calculator](#)

[UCF Classification and Compensation Project](#)

[Veteran Policy](#)