

Roles and Responsibilities of

- **Human Resources**
- **Diversity & Equal Opportunity Office (DEO)**
- **Hiring Authority**
- **Unit Equal Opportunity Liaison**
- **Screening/Search Committees**

Human Resources

One of the functions of the Division of Human Resources (HR) is to assist hiring authorities in the recruitment and selection processes. Specifically, HR is responsible for:

1. providing guidance on required advertising;
2. providing guidance in screening and selection processes;
3. advising faculty and staff of the requirements of the Americans With Disabilities Act (ADA) as it relates to recruitment and selection processes;
4. reviewing job postings and external advertisements prior to posting;
5. publishing and maintaining job postings in *Careers@USF*;
6. maintaining the university telephone job line and the telecommunication device for the deaf (TDD) job line;
7. administering typing and other required employment tests;
8. approving selected candidates for hire after reviewing their credentials and ensuring that they meet the advertised required qualifications;
9. approving substitutions of comparable education, training, and/or experience for specialized minimum qualifications;
10. conducting periodic post-audit of recruiting files and salary actions taken to ensure compliance with delegated authority.
11. Additionally, upon request, HR will perform all or a portion of full recruiting services. Full recruiting activities include:
 - writing job postings,
 - developing application screening questions in *Careers@USF*,
 - managing applicant pool in *Careers@USF*,
 - qualifying and screening applicant pool,
 - scheduling and participating in interviews,
 - completing employment verifications,
 - completing the automated hiring request through *Careers@USF*,
 - certifying the applicant pool in *Careers@USF*, and providing additional EOL services.

Diversity & Equal Opportunity Office (DEO)

One of the functions of the DEO is to ensure compliance of recruitment and selection processes with state, federal and university equal opportunity, equity accountability and affirmative action regulations. Specifically, the DEO is responsible for:

1. ensuring that recruitment and selection processes do not adversely impact members of protected classes;
2. reviewing applications of qualified members of protected classes to ensure that screening and selection criteria that have not been validated did not have an adverse impact on them (if a non-validated criterion had an adverse impact, that criterion should not be used);
3. providing assistance in the development of a diverse applicant pool;
4. conducting periodic audits of recruitment, promotion, evaluation and selection processes to ensure that they comply with the equal opportunity policy of the university.

Hiring Authority (HA)

Recruitment and selection are delegated to hiring authorities within each college, division, and/or department, within certain parameters. Specifically, the HA is responsible for:

1. obtaining funding approval;
2. developing vacancy announcements and obtaining appropriate salary approvals prior to appointing;
3. determining the composition and size of the screening/search committee (if one is used);
4. reviewing job postings and external advertisements prior to posting;
5. selecting chairperson of search/screening committees and charging committee (if a committee is used);
6. ensuring compliance with equal opportunity, affirmative action, and disability regulations;
7. ensuring compliance with collective bargaining agreement requirements for interviewing internal Staff applicants seeking promotions and changes in assignments;
8. clarifying the role of committee members and chairpersons, emphasizing that the final decision rests with the HA and that the recommendations of the committee are advisory in nature;
9. defining required qualifications in consultation with HR;
10. developing or specifying screening and selection criteria;
11. deciding on specific number of candidates to be recommended by search committee (if one is used) and whether the candidates should be ranked;
12. discussing the Sunshine and public records laws as they related to screening/search committees;
13. ensuring announcement of vacancy in all appropriate media;
14. ensuring that, whenever appropriate, affirmative actions are taken at the recruitment stage, and that every candidate is provided with equal opportunity at the screening, evaluation, and interviewing stage;
15. ensuring that the top applicants' previous education and employment are verified;
16. selecting the best candidate;
17. obtaining appropriate approvals from HR before making job offers.

Unit Equal Opportunity Liaison (EOL)

The primary function of the EOL is to assist the hiring official in the implementation of the Recruitment and Selection Guidelines. Specifically, the EOL is responsible for:

1. ensuring that the search committee (if one is used) is informed about the requirements of the Sunshine and public records laws;
2. assisting in the development of the vacancy announcement;
3. reviewing vacancy announcements, before advertising, to ensure compliance with equal opportunity regulations;
4. assisting in the recruitment of members of protected classes;
5. recommending recruitment contacts, sources and media for announcement of vacancies (see DEO Manual of Recruitment Sources and Media on the DEO website);
6. reviewing search plans, upon request of search committees, and submitting appropriate recommendations;
7. serving as liaison between DEO and search/screening committee;
8. briefing search committees on Recruitment and Selection Guidelines;
9. assessing and certifying acceptability of applicant pools in *Careers@USF*;
10. recommending appropriate corrective action if pools of applicants are not acceptable;
11. reviewing hiring reports in *Careers@USF* for compliance with DEO regulations;
12. referring to DEO applicants who allege discrimination in the recruitment and selection process;

13. explaining and discussing the outreach efforts required, if there is underutilization of members of protected classes in the job group for which the unit is recruiting.

Screening/Search Committees

The function of the search committee is threefold. First, the committee must develop selection criteria for the individual sought and use connections and resources of its members to identify such individuals and encourage them to apply. Second, the committee must carefully review the credentials of the candidates and ultimately select a reasonable number of finalists to be interviewed on campus by a diverse body of individuals and groups. Third, the committee will send an assessment of the strengths of all candidates to the hiring official after the interview process has been completed.

The primary function of the search/screening committee may include identifying, recruiting, screening and recommending candidates for consideration by the hiring authority. Specifically, search/screening committees may be responsible for:

1. recruiting applicants;
2. making recruitment efforts toward achievement of a diverse applicant pool;
3. developing rating/ranking system to evaluate the suitability of applicants;
4. reviewing applications and evaluating credentials;
5. verifying credentials of candidates and identifying semi-finalists;
6. identifying and interviewing finalists;
7. recommending the best finalists for further consideration;
8. submitting to the hiring authority all documents related to the recruitment/screening process.

All meetings of screening/search committees must be open to the public (e.g., discussions and ratings of candidates must be public). Members of the public may listen and observe in a non-disruptive fashion. They may not participate in the discussions; however, they should be informed that they have the right to submit their concerns to the chairperson of the committee, the EOL and/or the DEO.

Chairs of search committees should become familiar with Recruitment and Selection Guidelines through briefing by the DEO and/or EOL. When a screening/search committee is used, a rating system is required. The system may be qualitative, quantitative, or any variation or combination of both.

The chairperson of the committee is responsible for:

1. giving reasonable notice of time, place, and agenda of the meetings;
2. ensuring that all search committee meetings are publicized as required by the Sunshine law (Note: all USF search committee meetings are posted on the Search Committee Meeting Notice Calendar on the USF website);
3. reviewing with members of the committee all documents pertinent to the search (i.e., the Recruitment and Selection Guidelines; vacancy announcements; position description identifying essential and marginal functions of the job; screening and selection criteria, instructions from the hiring authority as to the specific number of candidates to be recommended and whether the candidates should be ranked; the affirmative action/equity accountability goals of the division/college and their implications for the search, if any; the clauses of the Sunshine and public records laws that are applicable to screening/search committee proceedings).