



**SEARCH AND SCREENING PROCEDURES**

**FOR**

**ADMINISTRATIVE AND PROFESSIONAL**

**APPOINTMENTS**

FLORIDA A&M UNIVERSITY

OFFICE OF HUMAN RESOURCES  
211 FOOTE - HILYER ADMINISTRATION CENTER

## TABLE OF CONTENTS

Introduction.....	1
Legal Basis for Non-Discrimination.....	2
Goal of the University.....	3
Role of the Recommending/Appointing Authority.....	4
Search and Screening Committee’s Preparation Duties.....	5
The Interview Process.....	6
Post-Interview Procedure.....	7
Documenting the Search.....	8

### Appendix

Conducting an Interview: Do’s and Don’ts .....	A
--	---

## **INTRODUCTION**

Appropriate employment procedures for Administrative and Professional (A&P) including the Executive Service pay plan appointments at Florida A&M University (FAMU) are essential as a major element in meeting the mission of the University. In this appointment process, one of the most effective ways to make an important improvement in the services at FAMU is through the search, screening and selection processes. Therefore, well planned and carefully executed search, screening and selection procedures provide the best opportunities to identify, evaluate and employ individuals who have and will maintain high ethical and professional standards as they bring service to an institution with a history of excellence.

The review and revision of these procedures were done to improve the processes used to search for, screen and select personnel to occupy A&P pay plan positions within the University. The search, screening and selection processes shall be conducted as required under the Florida Sunshine Law (Chapter 286, Florida Statutes). Certain documents will be available for inspection and copying under the Florida Public Records Law (Chapter 119, Florida Statutes).

Florida A&M University is an Equal Opportunity/Equal Access Employer. All qualified applicants will receive consideration for employment and promotion without regard to race, religion, color, age, disability, sex, marital status, national origin or veteran status, except as provided by law. However, the University will employ only United States citizens and lawfully authorized alien workers.

## **LEGAL BASIS FOR NON-DISCRIMINATION**

Federal and state laws prohibit discrimination against any individual for reasons of race, religion, color, age, disability, sex, marital status, national origin or veteran status. Federal and state legislation, Florida Board of Education and University Regulations, executive orders, and court decisions have had significant impact on the University's employment practices. Florida A&M University must comply with the following major federal legislation:

1. Title VII of the Civil Rights Act of 1964, as amended, barring employment discrimination based on race, color, religion, sex, national origin, and marital status.
2. The Equal Pay Act, barring wage differential based on sex, including fringe benefits.
3. The Age Discrimination in Employment Act of 1967, as amended, barring age-based employment practices against persons between 40 and 70 years of age, with some exceptions.
4. The Rehabilitation Act of 1973, barring discrimination against disabled persons.
5. Vietnam-Era Veterans Readjustment Assistance Act of 1974, barring discrimination in employment practices (including hiring, upgrading, demotion or transfer, recruitment, rate of pay, etc.) on the basis of being either a disabled veteran or a veteran of the Vietnam era.
6. Title IX of Education of the Education Amendments of 1972, as amended, prohibits discrimination on the basis of sex in all educational programs and activities receiving federal funds.
7. Section 504 of the Rehabilitation Act of 1973, as amended, prohibits discrimination against qualified applicants, students, or employees on the basis of disability in all programs and activities receiving federal funds.
8. The Americans with Disabilities Act, prohibits discrimination against a qualified individual with a disability with respect to job application procedures, hiring, advancement and discharge of employees, compensation, job training, and other terms, conditions and privileges of employment.
9. The Family Medical Leave Act, allows eligible employees to take unpaid leave (up to 12 weeks per year) for medical reasons.

## **GOAL OF THE UNIVERSITY**

The University shall exercise its authority in establishing standards, qualifications, and criteria to fill position vacancies with the best possible candidates. Consistent with this aim, the University shall identify and seek qualified candidates, by advertising vacant positions, screening candidates, and making appointments as appropriate.

## **ROLE OF THE RECOMMENDING/APPOINTING AUTHORITY**

It is the role of **the recommending or appointing** authority (President, Provost, Vice President, Dean, Director, or designee:

1. Select a Search and Screening Committee to conduct the search process for the vacant position. The Search and Screening Committee for the positions of vice presidents or directors reporting directly to the President will be appointed by the President.
2. Ensure that no applicant for the position may serve on the Search and Screening Committee.
3. Appoint a chairperson and provide instructions for the Search and Screening Committee members.
4. Annotate the membership list of the Search and Screening Committee to ensure its diversity.
5. Inform the Committee of preferred qualifications of candidates and special requirements of the position and unit.
6. Follow the Employment Appointment Process when completing the "Request to Advertise" form and any other employment forms and route accordingly. The Committee chair may assume this responsibility.
7. Provide the Committee with a time schedule and indicate the preferred number of candidates to be interviewed and the number to be recommended. The Committee may also assume this responsibility.
8. Provide guidelines for the Committee to follow for advertising, travel expense requests, and reimbursement of other expenses which may be encountered by the Committee and which are allowable under state laws.
9. May consult with the EOP Officer, if needed, to determine the University's hiring goals for the department and apprise the Committee of same.
10. Interview and select a candidate or receive recommendations from the Search and Screening Committee.
11. Determine if the search will be reopened if no acceptable candidate is recommended.

## **SEARCH AND SCREENING COMMITTEE'S PREPARATION DUTIES**

The members of the Search and Screening Committee may be comprised of individuals from the unit where the vacancy exists. The Committee may have faculty, A&P, USPS, and student representation. The Committee, during its search, will assist the University in achieving its diversity goals by ensuring women and minorities are given an equal opportunity to compete for the job vacancy. They shall also maintain complete confidentiality throughout the entire search and screening process as permitted by the Florida Sunshine and Florida Public Records laws. All applications and resumes, including those for persons being nominated for a vacant position, must be received by the advertised deadline date.

The chairperson of the Search and Screening Committee will convene the committee for an organizational meeting at the earliest possible date. A recording secretary will be designated at that meeting and future meeting dates and times will be established.

The Search and Screening Committee will:

1. Develop, for approval, a budget for advertising, travel, and other expenses related to the search process, if applicable.
2. Determine the recruiting sources to be utilized to attract as large a pool of applicants as possible (e.g., professional journals, newspapers, magazines, specialized publications, etc.).
3. Determine from the EOP Officer the hiring goals for the position.
4. Develop and document a time schedule for the search.
5. Develop guidelines for evaluating and screening applicants. In order to develop guidelines, review the job vacancy announcement, position description, class specification, organizational charts, the unit's goals and objectives, and/or the goals of related departments to learn as much as possible about the requirements of the position to be filled. The exit interview file of the former incumbent of the vacant position may also be helpful. List the specific tasks to be performed on the job and determine which tasks are critical to optimum performance in the position.
6. Formulate questions that will reveal the knowledge, skills and abilities that are relevant to the position. Review the Do's and Don'ts of Conducting Interviews. **(See Appendix A.)**

## **THE INTERVIEW PROCESS**

The purpose of the interview should be to collect additional information on the candidate's related knowledge, skills and abilities, which should be helpful in selecting the individual most likely to succeed on the job. The validity of the interview is based on the extent to which it predicts job success. The interview should be as structured as possible. An unstructured interview is also more likely to run afoul of laws and regulations governing discrimination.

Prior to interviews being conducted, the Search and Screening Committee shall prepare and have approved by the appointing official a detailed agenda for each candidate's visit to the campus. The agenda will include, but is not limited to, the following items:

1. Individuals and groups each candidate will meet
2. Facilities that will be visited
3. Name of host/hostess for each applicant and the responsibilities of the host/hostess.

The Committee will develop and agree upon specific interview questions. Once the decision has been made as to which applicants will be interviewed, the Committee shall contact the applicants requesting the following documents be submitted prior to interviewing:

1. The official transcripts of all postsecondary degrees awarded
2. At least three letters of recommendations

The Committee may now begin the interviews of selected applicants. Reference checks shall be made no later than after the interviews and prior to submitting recommendations or appointing the candidate to the position. When possible, at least, three reference checks should be conducted. The Committee shall transmit to the recommending or appointing authority the names of the top ranking candidates who met the outlined criteria. The number of candidates to be submitted and whether or not they are to be submitted in ranked order should be communicated during the initial Committee meeting. The Committee shall adhere to all directives outlined at the initial meeting with the recommending or appointing authority. The recommending or appointing authority shall not be bound or limited to the nominations and recommendations of the Search and Screening Committee in making recommendations or the appointment of an eligible and qualified candidate.



## **POST-INTERVIEW PROCEDURE**

The recommending or appointing authority shall perform a reference check for the candidate recommended for hire prior to effecting any appointment action. The President, Provost or Vice President shall not be bound by or limited to the recommendations of the Search and Screening Committee in making appointments of an eligible and qualified candidate. When making the final decision as to which candidate to recommend or appoint, only information that is job-related should be used. Information that cannot be related to the individual's ability to perform satisfactorily should be eliminated. An all-important caveat is to ensure that candidates are evaluated against selection criteria and not against each other.

Once the recommending or appointing authority has completed the necessary documents, the Office of Human Resources will prepare the appropriate University employment contract if all documents are in order. The employment contract shall be signed by the President, Provost or Vice President, as appropriate. Each prospective A&P employee will be issued a completed employment contract for signature and should be instructed to return the contract to the designated employing area or the Office of Human Resources. The offer of employment should be conditioned on the return of a signed contract by a specified date.

**Special Note: The President, Provost or Vice President will write the chosen candidate transmitting the official University Employment Contract. At no time, should the Search and Screening Committee, Dean, Director or any other individual write the candidate offering the candidate the position.**

## **DOCUMENTING THE SEARCH**

All employment appointment documents used in conducting the search, screening and selection processes for filling the A&P position should be submitted to the Office of Human Resources.

The following records must be maintained by the appropriate records custodian as required:

1. A list of all search committee members
2. Copy of all advertisements
3. All correspondence sent and received during the process
4. Letters of recommendation
5. Official transcripts
6. Verification of contract
7. Completed "Employment" Application
8. Completed personnel action forms (delivered to Office of Human Resources)
9. Payroll sign-up forms
10. Selective services verification

## **CONDUCTING AN INTERVIEW: DO's and DON'Ts**

1. Schedule interviews with adequate time allocated.
2. Ensure that interviews are held in private and in an appropriate setting.
3. Put the applicant at ease.
4. Allow sufficient time for interviews.
5. Create a realistic job picture for the applicant.
6. Don't ask questions which may appear discriminatory.
7. Don't ask questions regarding arrest records; however, if there are legitimate job-related reasons for inquiring, ask about conviction records of the applicant.
8. Don't ask about union affiliation or activities.
9. Don't ask leading questions.
10. Ask questions which can be lined directly to the requirements of the job.
11. Keep questions brief and to the point.
12. Ask open-ended questions where appropriate.
13. Control the interview.
14. Give the applicant an opportunity to ask questions during the interview.
15. Base the questions you ask on the knowledge, skills, and abilities essential to bring to the job.
16. Be consistent in ensuring that the standards used to screen applicants are uniformly applied.
17. Keep selection materials confidential and in a locked secure place.
18. Document all information gained from the interview and other selection modules.
19. Don't make a commitment to an applicant.
20. Avoid giving applicants the impression that they "have the job".