



**Recruitment and Selection Policy #1705.010**

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| <b>INITIAL EFFECTIVE DATE:</b><br><br>March 31 <sup>st</sup> , 2009 | <b>LAST REVISION DATE:</b><br><br>February 12, 2026 | <b>RESPONSIBLE UNIVERSITY DIVISION/DEPARTMENT</b><br><br>Division of Human Resources<br>Talent Acquisition Management |
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**POLICY STATEMENT**

Florida International University shall recruit external and internal employees through competitive searches and internal marketing and promotional processes. Recruitment & Selection processes must be guided by the University’s commitment to diversity. Internal recruitment will be utilized to support career mobility of qualified existing employees, consistent with the University’s commitment to diversity. The recruitment and selection of new hires and internal promotions and transfers must be approved by the Division of Human Resources.

**SCOPE**

It is required by law that Florida International University provides equal employment opportunity to all, without regard to race, color, religion, age, disability, sex, sexual orientation, national origin, marital status, and veteran status. It is further required by law that the University ensures that its policies and practices are non-discriminatory.

This policy applies to positions in the following categories:

- Full-time out-of-unit faculty, administrative, and staff positions
- Part-time positions
- Temporary positions
- Grant administrative positions which do not specify an individual by name in a grant.

This policy is specifically concerned with the recruitment phase of the selection process and addresses the behavior expected from all persons in the university community who have a role in conducting *recruitment activities* associated with new hires, rehires, promotions, reorganizations, acquisitions, and transfers.



#### REASON FOR POLICY

The purpose of this policy is to ensure that Florida International University will attract and retain diverse and the most highly qualified workforce available to effectuate its academic, research, and service mission. It is our intention to make public, any information about employment opportunities at the university to as many people as necessary to ensure compliance with the EEO and other applicable laws. To do so, it is essential to conduct effective external recruitment searches and also support current employees in their career goals by providing fair and equitable internal transfer and promotional processes.

This policy is specifically concerned with the recruitment phase of the selection process and addresses the behavior expected from all persons in the university community who have a role in conducting specific recruitment activities when an employment opportunity exists.

#### **Commitment to EEO/AA and Diversity**

It is required by law that Florida International University provides equal employment opportunity to all, without regard to race, color, religion, age, disability, sex, sexual orientation, national origin, marital status, and veteran status. It is further required by law that the University ensures that its policies and practices are non-discriminatory. As a federal contractor, goals have been established to address any underutilization of women and/or minorities.

It is required by law that Florida International University provides equal employment opportunity to all, without regard to race, color, religion, age, disability, sex, sexual orientation, national origin, marital status, and veteran status. It is further required by law that the University ensures that its policies and practices are non-discriminatory. As a federal contractor, goals have been established to address any underutilization of women and/or minorities.

The University annually updates its written plan for Women and Minorities. Upon completion, the university analyzes the participation of women and minorities in each job group. If women or minorities are underutilized in any job group, the University sets goals for each such job group. The University must be able to document that it made good faith efforts to meet any established goals, which means that the appropriate steps will be taken to ensure that persons of the underutilized group, whether women or minorities or both, as well as all others, are considered in the selection process.



| DEFINITIONS                         |  |
|-------------------------------------|--|
| TERM                                | DEFINITIONS  |
| Employee                            | A person employed for wages or salary, especially at nonexecutive level.   |
| Recruitment activities              | Recruitment activities include requests for posting; consultative review of position with Compensation and Recruitment, e.g., position description, duties, minimum qualifications, approved pay range; posting, advertising, screening plan, interviews, documentation, timeline, and selection procedures, and correct utilization of PantherSoft HR system. |
| Affirmative Action (AA) hiring goal | When a position is "underutilized" in a specific demographic category. "Underutilized" is specifically defined by law as having fewer women or minorities in a job group than is reasonably expected based on target outreach.   |
| Appointment                         | An appointment may be made to fill a position in certain qualifying circumstances. The types of appointment are interim, provisional, trainee, and time limited.   |
| Behavioral interviewing             | Behavioral interviewing is an interview technique which asks the applicant to talk about how a specific situation was handled in the past. This method is an effective way to understand an applicant's actual experience with a situation or problem and gain a deeper understanding of the skills and experience.  |
| Bona fide vacancy                   | In a posting waiver request, there are some conditions that may be determined appropriate by OCR for a waiver approval.  |
| Interim appointment                 | The appointment of an employee to fill a full/part time position, for a up to one year.  |
| Internal applicant                  | Any part-time or full-time administrative and staff employee of FIU who meets the minimum requirements of the position they have applied to.   |
| Internal recruitment                | The recruitment of internal applicants to fill a vacant University position, for a maximum/minimum posting period of five (5) business days.   |
| Posting waiver guidelines           | A waiver of posting for a position may be requested if specific conditions justify the exemption.  |
| Provisional appointment             | The appointment of an individual who is not fully qualified for an administrative position. A provisional appointment may be given to an individual who is in the process of attaining a degree and/or certification in a short period of time.  |



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| Recruitment activities                | Recruitment activities include requests for posting; consultative review of position with Compensation and Recruitment, e.g., position description, duties, minimum qualifications, approved pay range; posting, advertising, screening plan, interviews, documentation, timeline, and selection procedures, and correct utilization of PantherSoft HR system.   |
| Start date                            | The <i>start date</i> is the first day that any work begins. No work, including training, may commence until final clearance is received from the recruiter.   |
| Strategic hire                        | To hire an external individual possessing unique and substantial qualifications, the University President may approve a strategic hire without posting the position.   |
| Time-limited appointment              | Recruitment of an employee to fill a full/part-time position which is funded by a contract or grant for a specified period of time. Time-limited appointments shall be limited to the duration of the grant.   |
| Trainee appointment - Law Enforcement | A trainee appointment may be made to fill a law enforcement position prior to the individual receiving a Certificate of Compliance, except that the trainee must, within 180 consecutive days following hire, be actively enrolled in the training program to obtain the certificate. A trainee appointment of a law enforcement position should not exceed one (1) consecutive year, or the time it takes to complete the full requirements, whichever comes first. |
| Trainee appointment - Staff           | A Trainee Appointment for Staff (non-law enforcement) may be made to fill a position with an individual who is not fully qualified for the position but is in the process of attaining a degree or certification or completing years of experience within a short period of time. A Trainee appointment of a Staff positions should not exceed one consecutive year, or the time it takes to complete the full requirements, whichever comes first.                  |
| Transfer                              | The movement of a current employee who transfers from one position to another position with same or similar responsibilities. Transfer applies to movement from one department to another or within the same department.   |
| Underutilized position                | In support of the University’s commitment to Affirmative Action, the demographic representation in all job categories is reviewed annually. If a position is determined to be “underutilized” in a specific demographic category, an Affirmative Action (AA) hiring goal may be established.   |



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| Veteran’s Preference | Veterans who have been honorably discharged as indicated on their DD214 who meet the minimum qualifications for a non-exempt position are guaranteed preference at every step of the hiring process. Applicants who claim a veteran’s preference on the application are guaranteed an interview for the position. |
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**ROLES AND RESPONSIBILITIES**

**Commitment to EEO/AA, Diversity, Equity, and Inclusion**

Florida International University, as a federal contractor, must establish goals to address any underutilization of women and minorities. The Office of Civil Rights analyzes the participation of women and minorities in each job group in Florida International University. If women or minorities are underutilized in any job group, the University sets goals for each such job group and annually updates its written EEO/ Affirmative Action Plan for Women and Minorities. The University must be able to document that it made good faith efforts to meet any established goals, which means that the appropriate steps will be taken to ensure that persons of the underutilized group, whether women or minorities, or both, as well as all others, are considered in the selection process.

Each Business Unit has responsibility to ensure that individuals who conduct and support recruitment, interviewing, selection, promotions, and transfers are compliant with Florida International University policies and procedures, public records requirements, protection of sensitive information, and ethical conduct standards.

**RELATED RESOURCES**

- 1705.010a Recruitment and Selection Procedures
- 1710.257 Background Check Policy
- 1710.349 Drug and Alcohol Policy and Procedures for Certain University Marine Employees
- 1705.005 Moving Allowance Policy
- 1710.155 I-9 Requirements Policy
- 1710.120 Employment Offers

**CONTACTS**

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### HISTORY

**Initial Effective Date:** March 31, 2009

**Review Dates** (*review performed, no updates*): N/A

**Revision Dates** (*updates made to document*): August 21, 2024; May 7, 2025; February 12, 2026  
(update to unit names).



**Recruitment and Selection # 1705.010a**

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**PROCEDURE STATEMENT**

In support of FIU Recruitment & Selection Policy 1705.010, this procedure is specifically concerned with the recruitment and selection of applicants to administrative and staff position vacancies at Florida International University. It describes the roles and *recruitment activities* associated with new hires, rehires, promotions, and transfers. HR Liaisons who are addressing possible reorganizations and acquisitions of staff should contact Compensation Administration and the Employee and Labor Relations (ELR) for applicable procedures.

To attract a diverse applicant pool and to provide an open, competitive process for employment opportunities, available positions are generally posted. An exemption from posting may be granted by the Office of Civil Rights (OCR) if the position meets *posting waiver guidelines*.

Several laws, regulations, and FIU policy drive the background check process:

- Sections [110.1127](#), [435](#), [402.305](#), [409.175](#), [1012.32](#), [943.13](#), [943.0542](#), Florida Statutes
- Florida International University Policy [1705.010](#)
- Fair Credit Reporting Act [15 U.S.C. § 1681 et seq.](#)
- The National Child Protection Act of 1993 [Public Law 103-209](#)

The Recruitment & Selection procedures apply to positions in the following categories:

- Full-time administrative and staff positions
- Part-time administrative and staff positions
- Temporary administrative and staff positions
- Grant administrative and staff positions which do not specify an individual by name in a grant

The below processes are approved by the Division of Human Resources (DHR) for recruitment and selection of new hires and rehires.

**Prepare the ePRF**

To initiate a recruitment, the hiring official or HR Liaison completes an Electronic Position Request Form (ePRF) in PantherSoft Manager Self-Service. The completed ePRF automatically routes the request for approvals as required for the position.

### **Complete a Consultative Review**

Prior to commencing recruitment activity for a new position, Compensation Administration and Talent Acquisition and Management (TAM) will consult with the hiring official/HR Liaison. The purpose of the discussion is to review the position(s), physical and mental job qualification standards, pay range, if the position is designated as underutilized in the *Affirmative Action (AA) hiring goals*. The consultation also reviews the processes, responsibilities of all parties, and timelines for posting, interviews, and selection.

### **Post the Job Opening**

The recruiter will post job openings for full-time, part-time, or temporary administrative and staff positions on [hr.fiu.edu/careers/](http://hr.fiu.edu/careers/). Posted openings on the website must describe duties, minimum qualifications, salary information or pay range, background check requirements, work location, physical and mental job qualification standards, and the date upon which the posting will close.

As one of the largest public universities in the nation, FIU offers career growth opportunities to current employees. When a current employee is interested in a position in another department, the employee must apply as an *internal applicant*.

### **Advertising**

FIU has contracted vendors for advertising online, in newspapers, journals, local or national publications. Relevant professional organizations may also be used to reach the broadest and most diverse pool of applicants. TAM recruiters, or recruiters designated by the TAM Director, will facilitate the selection and placement of all advertisements with FIU contracted agencies and will discuss the related costs to be paid by the hiring department. All advertisement locations must be documented in the job opening.

### **Internal Recruitment Process**

If a hiring official requests an *internal recruitment* for a position, the process may be used if the following criteria are met:

- A. The position is not identified as underutilized in the AA hiring goals;
- B. A diverse, qualified applicant pool is likely available within the current workforce;
- C. The minimum duration of an internal posting is five (5) business days;
- D. If the internal applicant pool is not certified due to a lack of diversity, the recruiter will re-post the position and may include external job posting and advertising.

### **Internal Job Applicant**

For a current employee to apply to another job at FIU, the employee must:

- Meet all minimum requirements,

- Be in good performance standing, and
- Have no open cases with ELR.

Although it is not required, it is considered a professional courtesy for a current employee to discuss interest in applying to another position.

### **OFFICIAL APPLICANTS**

A prospective applicant is advised to review the minimum qualifications for any position of interest. If minimum qualifications are not met, the application will not be reviewed by the hiring manager. It is also important for the applicant to note the date and time that the posting will close and submit the completed application before it closes. Individuals with incomplete applications, in draft status and not submitted at the time the pool closes, are not included in the official applicant pool.

The applicant will create a personal profile on [Careers - FIU Human Resources](#), and asked to upload their CV or resume, cover letter, and any documents that demonstrate the education and experience described in the posting for minimum qualifications, desired experience, and additional education.

### **APPLICANT POOL CERTIFICATION**

During the period that the posting is open, the recruiter will review the applicants. As the pool closure date approaches, the recruiter will determine whether the pool has attracted an adequate number of applicants. During the application period, the recruiter may determine the need for expanded outreach and advertisement to attract a more robust applicant pool.

When the job opening review date is reached, a notification is sent to Office of Civil Rights (OCR) that the job opening is ready for review. OCR will determine whether the job opening reflects a diverse group of candidates and, if so, will provide pool certification.

### **APPLICANT SCREENING**

For many positions, there are preliminary questions to confirm that the applicant meets the posted minimum qualifications. If the applicant's responses establish that the minimum qualifications are not met, the system will notify them of the non-qualification for that job opening. Throughout the time the position is open, the recruiter reviews applications to evaluate the level of the education, relevant skills, and work experience associated with the unique needs of the position. Applicants meeting the requirements are marked "qualified" by the recruiter. Upon individualized review, if an applicant is determined to fall short of minimum requirements, the recruiter will notify the applicant of non-qualification.

Example: If a position requires a bachelor's degree and two years of related experience, the recruiter will examine if the resume indicates that the required degree is listed. The recruiter will review work experience to establish if the length of time clearly meets the needs of the

position. Part-time work experience is calculated as 50% of the time stated on the resume. Student work experience is also calculated at up to 50% experience time.

#### **FOREIGN INFLUENCE SCREENING REQUIREMENTS**

Florida Statute Section 1010.35 requires additional screening of applicants in research and research support positions to prevent foreign influence and to protect research security. If an applicant is selected as a finalist for a position subject to this additional screening, the recruiter will communicate with the candidate and the Office of Research Integrity to coordinate the additional screening requirements.

#### **VETERAN'S PREFERENCE**

In support of [FIU Veterans' Preference Policy 1710.340](#), when an applicant requests and is qualified for veteran's preference for a non-exempt opening, the recruiter will notify the hiring official and provide guidance regarding the interview requirement for any applicant who meets the minimum qualifications and is claiming *veteran's preference* which guarantees the veteran applicant will be interviewed. This guarantee of an interview also applies to an internal applicant to a non-exempt opening who has not previously exercised the one-time veteran's preference claim but is claiming *veteran's preference* for the open position.

#### **SELECTING APPLICANTS FOR INTERVIEW**

The hiring official will review applicants with the relevant skills and experience that align with the departmental needs. The hiring official will select **at least three (3)** applicants to be interviewed. Hiring officials/HR Liaisons will identify sufficient applicants to ensure at least three (3) interviews are completed.

All applicants selected to be interviewed will be identified in the applicant section for the position. Upon completion of the interviews, the system will be updated with the dates and times the interviews were conducted and the names of the interviewer(s) who participated.

#### **INTERVIEWS**

Each Business Unit has responsibility to ensure that individuals who conduct and support recruitment, interviewing, selection, promotions, and transfers comply with Florida International University policies and procedures, public records requirements, protection of sensitive information, and ethical conduct standards.

##### **Interview Preparation**

The recruiter may work with the hiring official to develop appropriate interview questions. Preparation can ensure that the same questions are asked of all interviewed applicants. It's a best practice to have the same group of people interview all of the applicants.

##### **Assessments**

If the hiring official wishes to use an assessment instrument to evaluate applicants, the instrument must be approved by the Director of TAM. Any assessment instrument will be

reviewed to ensure that it complies with the Equal Employment Opportunity Commission (EEOC) guidelines. Once approved, the instrument must be utilized consistently with all applicants who are selected for an interview.

### **Interview Quality**

*Behavioral interviewing* is a technique that interviewers find helpful. It is based upon the practice of asking job-related questions in a way that prompts the applicant to describe specific situations in the past. When interviewing, this approach helps focus the discussion on examples of specific past experiences and actions instead of hypothetical responses.

### **Finalist Selection**

Based upon interview outcomes and feedback from all who conducted interviews, the hiring official will select the finalist and communicate the selection to the recruiter.

### **Interview Documentation Requirements**

Interviews should be conducted in compliance with legal requirements pertaining to EEOC interview guidelines and comply with recordkeeping requirements. Under the public records law, personal notes are not required to be disclosed in a public records request. If at all possible, interview notes should be created as personal notes and not shared with anyone.

### **EMPLOYMENT OFFER**

All offers of employment will be centrally administered by the Division of Human Resources and will be consistent with the established posted range and position level. Some offers will require the Business Unit to secure the following approvals:

- An offer above the posted range requires approval of Compensation Administration.
- A signing bonus requires approval of Compensation Administration and the Senior Vice President of the Division of Human Resources and comply with the Bonus Policy 1710.038.
- An offer that includes a moving allowance will comply with the [Moving and Relocation Policy and Procedures 1705.005](#).
- If the total compensation value will exceed \$200,000, Presidential approval will be required. The total compensation value consists of any combination of base pay, signing bonus, moving allowance, and any stipend or other form of compensation. The recruiter will provide guidance regarding the Presidential Approval Form.

### **Planned Start Date**

The recruiter and hiring official/HR Liaison will determine the *planned start date*. Factors that may affect start date include notice given to current employer, relocation, business needs, length of time needed to clear background checks, and completion of I-9/E-Verify. If the finalist is a current FIU employee, the start date must be on the first day of a pay period as indicated on the Payroll Calendar.

### **Start Date**

The actual *start date* is the first day that any work, including training, may begin. **No work may commence until final clearance is received from the recruiter.**

### **Conditional Offer**

The recruiter will contact the finalist to verbally inform the finalist of their selection and will discuss the offer terms. The recruiter will prepare a conditional offer letter using the appropriate approved template in the PantherSoft HR Recruitment system. The offer of will be extended by the Division of Human Resources in collaboration with the hiring official.

### **Offer Acceptance**

When the conditional offer of employment is accepted electronically, the recruiter will notify the hiring official/HR Liaison and initiate the pre-employment background checks. All pre-employment communication will be administered exclusively by TAM until final clearance is communicated by the recruiter to the hiring official.

### **Background Check Requirements**

Upon the finalist's acceptance of the conditional offer, the recruiter will initiate the background check process as described in the Background Check Requirements Policy 1710.257 and will contact the finalist to discuss pre-employment steps, mandatory forms, and required documents.

### **Reference Checks**

Three (3) reference checks are required for all finalists. It is recommended that all three (3) reference checks are obtained from prior and current supervisors. The recruiter and hiring official/HR Liaison will discuss who will conduct the reference checks, questions to be asked, how to document the completed reference checks in the job opening. The recruiter will determine the appropriate process and timing of the current supervisor reference check.

If the finalist is a current employee, reference checks the recruiter will begin the process by obtaining clearance from ELR. After clearance by ELR, internal reference checks must include the current and all prior FIU supervisors. The employee's completed PEPs may be requested through the recruiter.

### **Final Offer**

Upon successful completion of all pre-employment checks, the recruiter will send the final offer letter to the new employee. All final offer letters are extended by the recruiter.

### **New Employee Onboarding**

The recruiter will register the new hire for New Employee Experience (NEE) orientation program and will extend an invitation to meet with a TAM representative to complete all pre-employment paperwork prior to the start date.

## EXEMPTIONS

### *Bona Fide Vacancy*

In certain instances, a position may be exempted from the posting process. A position meeting the below criteria represents a *bona fide vacancy* and a job posting is not required:

- Position to be filled on an interim basis,
- Position to be filled by an employee who was previously laid off and has recall rights as specified under a collective bargaining agreement and pursuant to the [Layoff policy](#),
- Position to be filled by an employee at the request of ELR,
- Position that is funded from a contract and/or grant in which the incumbent is specifically identified by name.

### **Appointment**

An appointment may be made to fill a position in certain qualifying circumstances. There are five types of appointments: provisional, trainee (law enforcement), trainee (staff), and time limited.

- **Provisional** - In the circumstance that an applicant for an administrative position possesses the experience and knowledge required, but is pending completion of a requirement. A *provisional appointment* may be requested by the hiring official to utilize a provisional appointment for a specific time needed, up to one year, to complete a requirement. The provisional appointment is paid 10% below the posted salary until the requirement is fulfilled. A provisional appointment requires approval by the director of TAM
- **Interim** - The appointment of a fully qualified employee to fill a full/part time position for a limited period of time. An *interim appointment* should not exceed one year. Exceptions may be approved by the Division of Human Resources based on established criteria.
- **Trainee, Law Enforcement** - A *trainee appointment* may fill a law enforcement position prior to the individual receiving a Certificate of Compliance. The trainee must, within 180 consecutive days following hire, be actively enrolled in the training program to obtain the certificate.
- **Trainee, Staff** - A trainee appointment for staff (non-law enforcement) may be made to fill a position with an individual who is not fully qualified for the position but is in the process of attaining a degree or certification or completing years of experience within a short period of time, no longer than one year.
- **Time-limited** - Recruitment of an employee to fill a full/part-time position which is funded by a contract or grant for a specified period of time. Time-limited appointments shall be limited to the duration of the grant.

### **Posting Exemption**

The following *posting waiver guidelines* describe criteria considered when a specific individual is identified and circumstances which would make recruitment and posting counterproductive:

- Position to be filled for which the unique qualifications would make a search counterproductive (documentation of the qualifications must be provided),
- Positions to be filled where an EEO/AA hiring goal has been identified and a potential hire or current employee meet the underutilized category and minimum requirements.
- The University President may designate an individual to be a *strategic hire*. with unique and substantial qualifications to perform job duties which are critical to University operations or to the implementation of a priority project.

### **Requesting a Posting Waiver**

To apply for a posting exemption, an online request may be submitted to OCR for review and approval. The Admin/Staff Posting Exemption DocuSign Form is accessed through PantherSoft Manager/Manager Forms/Inclusion, Diversity, Equity & Access Forms/Admin/Staff Posting Exemption. After approval by OCR, the request is sent to the President for final approvals. Notification of approvals are sent to hiring official and Talent Acquisition and Management. Upon receipt of an approved waiver, the recruiter will create the position in the system. The individual will be required to apply to the position, and the recruiter will link the applicant to the position and submit for all required approvals to document the hire in PantherSoft. If a waiver is denied, the hiring manager will be required to initiate the standard job posting process.