
STAFF RECRUITMENT GUIDE

Guide to successful staff recruitment:
How to prepare for the process, roles and
responsibilities, and job ad structure

COLLEGE OF JOURNALISM AND
COMMUNICATIONS
OFFICE OF HUMAN RESOURCES

OUR MISSION

The University of Florida College of Journalism and Communications (CJC) is committed to a diverse and inclusive environment, preeminent scholarship, cross-disciplinary education, superior skills development, and collaboration spanning the science and practice of communication to produce significant societal impact on a local, state, and global scale.

OUR GOAL IS TO ESTABLISH CJC AS A LEADER IN THE RECRUITMENT, RETENTION, AND PLACEMENT OF MULTICULTURAL FACULTY, STAFF AND STUDENTS.

THE PLAN:

To ensure CJC is strengthening its mission and goals through its staff recruitment and hiring policies, practices, and initiatives, this CJC Staff Recruitment Guide has been established. This plan is designed to ensure all CJC hiring managers and search committee members are equipped with the training, tools and resources to ensure the recruitment and hiring of staff is timely, inclusive and aligns with UF policy.

As the University of Florida continues to demonstrate that it values diverse perspectives and experiences, attracting and retaining top talent from underrepresented groups remains a priority. It is paramount that selection and hiring processes include strategies and best practices that connect with, market to, and recruit diverse talent.

Although selection and/or hiring decisions cannot be based on a protected class, this tool has been developed to walk you through best practices found at every stage of the recruitment, selection, and hiring process and to provide you with strategies and resources that support inclusive hiring.

Thank you,

Dean Hub Brown & CJC Human Resources

EQUITY ADVISOR

Equity Advisor:

To continue engaging in inclusive hiring practices, an Equity Advisor will be added to assist each search committee. The role of the Equity Advisor is to assist in the selection process.

- Coordinate with CJC-HR to ensure the search ad is posted in multiple venues that attract a diverse pool of applicants.
- Provide advice as needed to the hiring manager and to the search committee to ensure that contributions to diversity are being considered and that proactive search practices are used for recruiting and selecting new staff.
- Review list of interview questions to ensure there is no inherent bias.
- Discuss research on selection bias with the search committee.
- Review the diversity of the availability pool and the applicant pool. If the diversity of the applicant pool does not reasonably reflect the diversity of the availability pool, suggest proactive measures to enhance the diversity of the applicant pool.
- Review the short list of candidates selected for interviews. If this group is not diverse, review the files of other applicants (particularly those under serious consideration) to determine if candidates of equivalent quality have been overlooked.

CJC Equity Advisors:

- **Keisha Reynolds** – Human Resources
- **Julia Seay** – Human Resources
- **Harrison Hove** – Journalism
- **Joanna Hernandez** – Journalism, IDEA co-chair
- **Ryan Vasquez** – Innovation News Center, IDEA co-chair
- **Huan Chen** – Advertising
- **Juliana Fernandes** – Advertising
- **James Babanikos** – Associate Dean, Undergraduate Affairs
- **Roxane Coche** – Media Production, Management, and Technology
- **Jasmine McNealy** – Media Production, Management, and Technology
- **Carla Fragomeni** – Professional Advising and Teaching Hub
- **Daressa Howard Hope** – Graduate Division
- **Erika Henderson** – Advancement/WUFT
- **Angela Bradbery** – Public Relations
- **Merline Durant** – Division of Media Properties

Equity Advisor Trainings:

- Managing Hidden Biases that Affect the Hiring Process – UF_GET250_ILT
- Interviewing and Hiring – UF_SCS040_ILT

UF Equity Advisor Resource:

http://training.hr.ufl.edu/instructionguides/faculty_search/fac_equityadvisor.pdf

PREPARING FOR THE PROCESS

Providing The Details:

To get started, it is important for us to collect the basic information of the position. The hiring manager should send the following information to CJC Human Resources before the process can kick off.

Title:

Name of Former Incumbent:

Department:

Division:

Funding Source:

Relocation Availability (Y/N):

Work Location:

Length of Posting:

Hiring Manager:

Selection Committee Chair (if not hiring manager):

Selection Chair Assistant (if applicable):

Selection Committee Members:

Equity Advisor (CJC HR will assign):

Preferred Qualifications:

Diversity Statement: <https://www.jou.ufl.edu/wp-content/uploads/2021/08/CREATING-INCLUSIVE-JOB-DESCRIPTIONS-AND-ANNOUNCEMENTS-081721.pdf>

Additional Information:

ROLES & RESPONSIBILITIES

Dean/Executive Associate Dean:

- Approve recruitment budget
- Review and approve recommended candidates prior to scheduled interviews
- Review final list of up to three recommended candidates unranked but with strengths and weakness for each
- In consultation with CJC-HR, Equity Advisor and Search Chair, the Dean will approve the acceptable candidate.

ROLES & RESPONSIBILITIES

CJC Human Resources:

- Approve job ad once developed by the search committee
- Ensure a diverse and inclusive pool of candidates that is reflective of the domestic population – students and community.
- Give charge and expectations to the search committee
- Collaborate with hiring manager and/or search chair to develop a Staff Recruitment Plan
- Assist search committee with job advertisement creation
- Ensure Equity Advisor is assigned to the search
- Ensure search chair, search committee members and Equity Advisor have completed required training
- Ensure position is posted at highly diverse and strategic sites
- Coordinate with Communication Department on marketing the position
- Determine if position requires sourcing via UFHR Talent Acquisition
- Ensure review of candidates are equitable and inclusive
- Ensure recruitment timelines are achieved
- Consult with Dean regarding final candidates
- Notify candidates that did not make the first round of the interview process that they are not moving forward - email
- Review offer and appointment letter for accuracy
- Once offer letter is executed, prepare for onboarding
- Notify communication department to close all advertisements
- Ensure all hiring documents are collected for recordkeeping

CJC Communication Department:

- Work with CJC-HR on promotional strategy for each position
- Create social media posts for each individual positions and positions in aggregate
- Create promotional ads, if needed
- Add position to Employment Opportunities page on CJC website

ROLES & RESPONSIBILITIES

Hiring Manager:

When anticipating vacancies, each department and/or unit should have an established plan for educating and equipping individuals who serve on search committees or interview panels prior to the start of the process.

- Consult with the CJC HR Director on staff classification and compensation prior to recruitment
- Identify search committee members – This should be a diverse representation of our students, faculty and staff.
- Collaborate with CJC-HR on onboarding process to include assigning CJC Buddy.
- Conduct reference checks: <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/preparing-an-offer/conducting-a-useful-reference-check/>
- Negotiate and finalize job offer with successful candidate.
- Notify interviewed candidates that they were not selected as the finalist

ROLES & RESPONSIBILITIES

Search Chair:

- Complete all required training
- Ensure all search committee members have completed the required training
- Coordinate charge meeting with a CJC-HR team member
- Collaborate with search committee members and HR to create job advertisement and job posting sites aligned with Dean's criteria
- Obtain final job ad approval from CJC-HR
- Ensure search committee establishes screening criteria prior to screening candidates
- Review applicant pools:
https://training.hr.ufl.edu/instructionguides/careersatuf/searchcommittee_viewapplicants.pdf
- Schedule timely meetings with search committee to ensure recruitment time lines are achieved
- Staff search committee meetings fall under Florida's Open Meetings and Open Record Laws. This means that committee meetings must be posted within a reasonable period before gathering. As a best practice, we recommend three to seven days when possible. The notice can occur in one of two places, the college or unit's website and/or the Recruitment and Staffing's Search Committee Public Meeting Notices section.
 - For the latter, please send your request to talent@hr.ufl.edu with the following information:
 - Position Title, Department, Location, Date, Time, Contact Information
- Prior to scheduling interviews (Zoom or in-person), email CJC-HR for approval.
- Ensure that all applicants have a positive experience at all stages of the search process
- Provide three recommended candidates unranked identifying both strengths and weakness for each to Dean
- Once search has concluded, forward all recruitment and selection records to cjc-hr@jou.ufl.edu.

ROLES & RESPONSIBILITIES

Search Committee Members:

- Complete required training
- Participate as an active participant on the search committee
- Provide additional avenues for recruitment
- Remain flexible in schedule to ensure recruitment process is timely
- Provide expertise and knowledge
- Many resources for staff recruitment may be found in the Human Resources Hiring Center:
<https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/>

During the planning process, the main goal of the search committee and its chair is to develop a recruitment plan that includes the following:

- The job description used to advertise the position
- The basic qualifications all applicants must possess to be considered for the position
- The advertising plan for the position
- The criteria used to determine which applicants will be selected for interviews

During the search, identify specific data/information that could assist in assessing the size, depth, and range of candidates in the pool. At the time of outreach and applicant pool review, it is essential to complete the following:

- Actively reach out to a broad pool of applicants. Consider whether the demographics of the pool broadly reflect the national availability
- Keep track of recruitment efforts taken during the outreach period
- Determine whether applicants who submitted an application meet the minimum requirements stated in the advertisement for the position. Notate reasons for individuals who did not meet the basic qualifications
- Assess if the recruitment period needs to be extended
- Fully evaluate all applicants for the position using objective criteria and established evaluation mechanisms. Notate reasons for applicants who do not move forward for further consideration as a committee
- Select first round candidates

ROLES & RESPONSIBILITIES

OVERVIEW

Dean/Exec. Assoc. Dean:

- Budget
- In consultation with CJC-HR, Equity Advisor and Search Chair, the Dean will approve a final acceptable candidate

CJC Human Resources:

- Assist with recruitment plan
- Assist with job ad creation
- Assign equity advisor
- Ensure training completion
- Charge for committee
- Ensure job ad appears on diverse sites
- Ensure equitable/inclusive review of candidates
- Ensure timeline is met
- Provide consult to Dean
- Review job offer
- Notify candidates not being interviewed
- Prepare onboarding
- Collect hiring documents

CJC Communication Dept:

- Promote strategic execution
- Create/manage social media job ads
- Create promotional ads
- Upload position to CJC website

Hiring Manager:

- Ensure department preparedness for search
- Consult with CJC HR on position details
- Identify search committee members
- Notify interviewed candidates that were not selected as the finalist
- Collaborate with CJC HR regarding onboarding

Search Chair:

- Complete trainings
- Coordinate meetings
- Create job ad draft
- Create screening criteria
- Comply with Open Record Laws
- Submit records to CJC HR
- Obtain approvals from CJC HR at each step
- Ensure all applicants have a positive experience
- Provide updates
- Provide final recommendations

Search Committee Members:

- Complete trainings
- Participate actively
- Provide expertise
- Assist chair in creating job ad and criteria
- Evaluate candidates using established criteria
- Assist in selecting first round candidates

TRAINING INFORMATION

Search Committee Training

- **Managing Hidden Biases that Affect the Hiring Process:**
 - Class Code: UF_GET250_ILT
 - Link to Register: <https://mytraining-ufshands.sumtotal.host/Core/pillarRedirect?relyingParty=LM&url=core%2Factivitydetails%2FViewActivityDetails%3FActivityId%3D37238%26UserMode%3D0>
- **Interviewing and Hiring:**
 - Class Code: UF_SCS040_ILT
 - Link to Register: <https://mytraining-ufshands.sumtotal.host/Core/pillarRedirect?relyingParty=LM&url=core%2Factivitydetails%2FViewActivityDetails%3FActivityId%3D1003%26UserMode%3D0>

Additional Training Resources:

LinkedIn Learning is free for UF Employees

Access here and use the link on the right hand side: <https://elearning.ufl.edu/>

Here are some examples of trainings:

- Uncovering Unconscious Bias in Recruiting and Interviewing
- Diversity Recruiting
- Remote Recruiting
- Inclusive Hiring
- Hiring Red Flags
- Interviewing Techniques

STRUCTURE OF JOB AD

1. Opening Statement/Summary
 - Something that will grab a potential candidates attention
 - "Bring Your Innovation to a Winning Team"
 - Provide a summary that is more than just basic information about the posting
 - This is where you want to sell the job to the candidate to convince them to apply
2. The Opportunity
 - Information about the position
 - Do not copy and paste the job description
 - Give highlights and opportunities of the position
3. About College/Unit
 - Time to brag - what makes CJC awesome?
 - Current ranking
 - Awards
 - Scope of program
4. Our Commitment to Diversity, Equity and Inclusion
 - Select a statement: <https://www.jou.ufl.edu/wp-content/uploads/2021/08/CREATING-INCLUSIVE-JOB-DESCRIPTIONS-AND-ANNOUNCEMENTS-081721.pdf>
 - Make sure you select a statement that is genuine and authentic to your area
5. About UF and the City of Gainesville
 - Use links to videos like "Explore Gainesville in 60 Seconds" to sell our location
 - https://www.youtube.com/watch?app=desktop&v=e_7nUKAFanM&skip_registered_account_check=true
6. Qualifications
 - UF Classification and Compensation determines minimum qualifications for all titles but you can select preferred qualifications to help narrow your applicant pool.
7. Applicant Instructions
 - Dive deep with your selection committee to determine what materials you need from the candidate to identify the most qualified individual
 - Make sure the instructions are clear and easy to understand

SAMPLE JOB AD

College of Journalism and Communications
Division of Graduate Studies and Research
Admission Officer

Bring Your Innovation to a Winning Team!

The College of Journalism and Communications seeks an innovative and enthusiastic team member to help us recruit the next generation of communication and media professionals and scholars to one of the nation's top graduate programs. Our program includes on-campus and online master's degrees, graduate certificates, combined undergraduate and graduate degrees and one of the most prominent Ph.D. programs in our field.

The Opportunity

This position will assist with recruiting, onboarding and coordinating admission of graduate students to educational programs of the College: review documentation to ensure completeness of applications. Monitor progress of applicants; coordinate processing, mailings, and other related documentation. Interact with prospective students, counselors, and academic units; support recruitment activities; assist with the application review process. Supports recruitment for all master's and Ph.D. students. Answers admissions inquiries and effectively communicates information to prospects.

Coordinates approvals and addresses issues raised by the central UF Admissions office. Routes applications to appropriate faculty for timely review. Ensures compliance and coordination with UF Graduate School on all aspects of the process.

Maintains knowledge of faculty areas of expertise and serves as liaison to graduate faculty coordinators and degree program directors in admissions process. Liaises with UF Office of Graduate Diversity Initiatives. Maintains current knowledge of student support services including financial aid, career services and more.

Coordinates Ph.D. applicant spring visitations. Coordinates new student orientation events. Travels within and out of state conducting information sessions at four-year colleges, graduate school fairs, and association meetings on and off-campus. Tracks all recruitment-related expenses and follows university procurement rules.

SAMPLE JOB AD

The College of Journalism and Communications

The College of Journalism and Communications is accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC) and is home to four departments – Advertising, Journalism, Public Relations, and Telecommunication. The college provides hands-on learning immersion experiences through the Innovation News Center, The Agency, Frank gatherings, the Division of Multimedia Properties, the Summer Media Institute, undergraduate research, various extracurricular groups and activities, etc. To learn more: <https://www.jou.ufl.edu/this-is-cjc/>

Our Commitment to Diversity, Equity, and Inclusion

The College of Journalism and Communication is committed to a diverse and inclusive environment, preeminent scholarship, cross-disciplinary education, superior skills development, and collaboration spanning the science and practice of communication to produce significant societal impact on a local, state, and global scale. To learn more about CJC IDE efforts, please click on the link: <https://www.jou.ufl.edu/diversity-and-inclusion/diversity-about/>.

In support of being a preeminent University, the College of Journalism and Communications is committed to developing strategies that attract the best and brightest from all walks of life and backgrounds.

The City of Gainesville

Gainesville (<http://cityofgainesville.org>) is home to Florida's largest and oldest university, and so is one of the state's centers of education, medicine, cultural events and athletics. Additionally, the city owns a regional transit system, a regional airport, and a 72-par championship golf course. Known for its preservation of historic buildings and the beauty of its natural surroundings, Gainesville's numerous parks, museums and lakes provide entertainment to thousands of visitors. Because of its beautiful landscape and urban "forest," Gainesville is one of the most attractive cities in Florida.

Explore Gainesville in 60 Seconds: https://www.youtube.com/watch?app=desktop&v=e_7nUKAFanM&skip_registered_account_check=true

Gainesville is also central location to many of Florida's most popular activities:

1-2 hours - Beaches on both coast lines

1.5 hours - St. Augustine

1.5 hours - Jacksonville: Jacksonville Zoo and Gardens

2 hours - Orlando, FL: Walt Disney World, Universal, Islands of Adventure

2 hours - Tampa, FL: Busch Gardens, Tampa Bay Buccaneers

SAMPLE JOB AD

Minimum Qualifications:

- Bachelor's degree; or an equivalent combination of education and experience.

Preferred Qualifications:

- Strong interpersonal skills and a demonstrated ability to work collaboratively and effectively across divisions and in a culturally diverse environment
- Excellent verbal and written communication skills
- Strong computer literacy (Microsoft Office applications)
- Proficiency with CRM and related technical systems for recruiting, monitoring and enrollment
- Experience with Salesforce software

Application Instructions:

- Must submit a cover letter and resume to be considered
- Must be able to carry boxes up to 40lbs. and stand for extended periods of time.

CANDIDATE EVALUATION TOOLS

The interview process should be structured and designed in a way that allows for checks and balances. It is first required that you develop selection criteria before reviewing your applications/resumes. Each search requires a screening rubric and an interview rubric.

Evaluation Criteria:

- Create objective selection criteria that can be used to determine the best qualified candidate from all applicants who have met the minimum qualifications
- Create identifiers for favorable candidates to be considered for interview
- Criteria should go beyond minimum qualifications, for example:
 - Quantity, quality and relevance of education
 - Experience, knowledge and other job-related skills
 - Qualifications that may be unique to the job and department
- Cultural competence should be considered as a criterion for all recruitment efforts and supported by questions that assist with inclusive hiring

Screening Rubric Template: <https://www.jou.ufl.edu/wp-content/uploads/2021/12/Screening-Rubric.xlsx>

Interview Rubric Template: <https://www.jou.ufl.edu/wp-content/uploads/2021/11/Staff-Sample-Rubric082621.docx>

Interview Questions:

- Behavioral based interview guide:
 - With this style of questioning, candidates are asked how they handled past situations, giving you a sense of how they will think/perform in the future
 - http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/behavioral_interview.pdf
- SBO Model:
 - Stands for **S**ituation, **B**ehavior and **O**utcome
 - Below is an example of a good behavioral interview question that uses the SBO model:

Sometimes policy and procedure changes are made that require a shift in your practice.
Share with us a time when you might have faced such changes. **(S)**
How did you respond? **(B)**
And what was the outcome? **(O)**

- The interview experience:
 - Best practices regarding where and how interviews should be conducted
 - <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/selecting-candidates/the-interviewing-experience/#academic>

RECRUITMENT NETWORKS

- **AAAA:** <https://www.aaaa.org/>
- **AEJMC:** <http://www.aejmc.org/>
- **Air Media:** <https://airmedia.org/jobs/>
- **Alliance for Women in Media:** <https://allwomeninmedia.org/>
- **American Academy of Advertising:** <https://www.aaasite.org/>
- **American Conference of Academic Deans:** <https://acad.org/>
- **American Meteorological Society:** www.ametsoc.org
- **American Women in Radio & TV:** <http://media411.tvjobs.com/>
- **Asian American Journalists Association:** <http://www.aaja.org/>
- **Association for Continuing Higher Education Inc:** <https://www.acheinc.org/>
- **Association for Educational Communications and Technology:** <https://www.aect.org/>
- **Association for Fundraising Professionals:** <https://afpglobal.org/>
- **Association for National Advertising:** <https://www.ana.net/>
- **Association for Women in Communication:** <https://www.womcom.org/>
- **Association of Deans & Directors of University Colleges & Undergraduates Studies:** <https://www.adandd.org/>
- **Black in AI:** <https://blackinai.github.io/#/>
- **Broadcast Career Link:** <https://www.broadcastcareerlink.com/>
- **Broadcast Education Association:** <https://www.beaweb.org/wp/>
- **Broadcasting & Cable:** <https://www.nexttv.com/broadcasting-cable>
- **Careers at UF:** <https://jobs.ufl.edu/>
- **College of Journalism & Communications:** <http://www.jou.ufl.edu/>
- **ColorComm: Women of Color in Communications:** www.colorcommsearch.com
- **Corporation of Public Broadcasting:** <http://www.cpb.org/jobline/>
- **Current.org/American University School of Comm:** <http://jobs.current.org/>
- **Florida Association of Broadcasters:** <http://www.fab.org/>
- **GreaterPublic.org:** <https://greaterpublic.org/>
- **Higher Education:** <https://www.insidehighered.com/>
- **UF College of Education:** <https://education.ufl.edu/higher-education/>
- **Hispanic Public Relations Association:** <https://hprausa.org/>
- **IEEE Jobs:** <https://jobs.ieee.org/>
- **Indeed.com:** www.indeed.com
- **Insight Into Diversity:** <https://diversity.gmu.edu/insights-diversity-0>
- **International Communication Association:** <https://www.icahdq.org/>
- **International Public Relations Research Conference:** <https://www.iprrc.org/>
- **Latinx in AI:** <https://www.latinxinai.org/>
- **Monster:** <http://www.monster.com>
- **National Hispanic Media Coalition - members only:** <https://www.nhmc.org/>
- **National Association of Hispanic Journalists:** <https://www.nhmc.org/>
- **National Association of Black Journalist: NABJ Career Center:** www.nabjcareers.org

RECRUITMENT NETWORKS

- **National Association of Broadcasters:** <http://www.nab.org/>
- **National Association of Hispanic Journalists:** <http://www.nahj.org/>
- **National Association of Black Journalists:** <http://www.nabj.org/>
- **National Black Public Relations Society:** careers.nbprs.org
- **National Communication Association:** <https://www.natcom.org/>
- **National Educational Telecommunications Association:** <http://www.netaonline.org>
- **National Federation of Community Broadcasters:** nfc.org
- **National Hispanic Media Coalition:** <http://www.nhmc.org/>
- **National Lesbian & Gay Journalists Association:** <http://www.nlgja.org/>
- **National Weather Association:** nwas.org
- **National/Nonprofits.org:** nationalnonprofits.org
- **Native American Journalists Association:** <http://www.naja.com/>
- **NPR:** <http://www.npr.org>
- **Philanthropy Women:** philanthropywomen.org
- **Public Broadcasting Management Association:** <http://www.pbma.org>
- **Public Media Business Association:** www.pmbaonline.org
- **Public Relations Society of America (PRSA):** www.prsa.org
- **Public Media Jobs:** publicmediajobs.com
- **Radio & Television Business Report:** www.rtdna.org
- **Radio Ink:** radioink.com
- **Radio Television Digital News Association:** www.rtdna.org
- **Radio Business Report/TV Business Report:** <http://rbr.com>
- **RTDNA:** <https://www.rtdna.org/>
- **Social Media Package (Linkedin Groups, Facebook, Twitter):** CJC Marketing and Communications Department
- **Society for Technical Communication:** <https://www.stc.org/>
- **Society of Professional Journalist:** <https://www.spj.org/jobs.asp>
- **The Chronicle of Higher Education:** <https://www.chronicle.com/>
- **TV and Radio Jobs:** <http://www.tvandradiojobs.com>
- **Women In Higher Education:** <https://www.wihe.com/>
- **Workplace Diversity Network Combo:** workplacediversitynetwork.com
- **World Journalism Education Council/Conference:** <https://wjec.net/>
- **ZipRecruiter:** www.ziprecruiter.com
- **iHire.com:** <https://www.ihirepublishing.com/>

ADDITIONAL RESOURCES

- **UF Interview Guide:**
 - <https://hr.ufl.edu/wp-content/uploads/2018/04/hiringdeptinterviewguide.pdf>
- **UF Behavioral Based Interview Guide:**
 - http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/behavioral_interview.pdf
- **Reference checks:**
 - <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/preparing-an-offer/conducting-a-useful-reference-check/>
- **UF Hiring Policies:**
 - <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/advertising-the-job/uf-hiring-policies/>
- **The interview Experience:**
 - <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/selecting-candidates/the-interviewing-experience/>
- **Screening Rubric Template:** <https://www.jou.ufl.edu/wp-content/uploads/2021/12/Screening-Rubric.xlsx>
- **Interview Rubric Template:** <https://www.jou.ufl.edu/wp-content/uploads/2021/11/Staff-Sample-Rubric082621.docx>
- **Reviewing Applicants in Careers at UF:**
https://training.hr.ufl.edu/instructionguides/careersatuf/searchcommittee_viewapplicants.pdf
- **Equal Opportunity and Affirmative Action:**
 - <https://hr.ufl.edu/manager-resources/recruitment-staffing/institutional-equity-diversity/>

To gain additional insight on inclusive hiring practices or identifying, attracting, and engaging talent, connect with UF's Strategic Talent Group:

- **Website:** <https://hr.ufl.edu/manager-resources/recruitment-staffing/talent-search/>
- **Email:** Talent@hr.ufl.edu

College of Journalism and Communications Human Resources Office

Website: www.jou.ufl.edu/cjc-human-resources/

Email: cjc-hr@jou.ufl.edu