

## UNIVERSITY OF CENTRAL FLORIDA

### PANHELLENIC ASSOCIATION RECRUITMENT GUIDELINES

#### Introduction

The University of Central Florida College (hereinafter UCF) Panhellenic Association (hereinafter College Panhellenic) Recruitment Guidelines are intended to help guide sorority women and Potential New Members (hereinafter PNMs) throughout the membership selection process and Primary Recruitment. The guidelines incorporate many of the procedures recommended and/or required by the National Panhellenic Conference (hereinafter NPC), to which all chapters belonging to the College Panhellenic must adhere. It is the role of the College Panhellenic to aid in organizing, executing, communicating, and establishing guidelines and schedule Primary Recruitment events. The purpose of membership recruitment processes is as follows:

- A. To ensure that all sororities have equal opportunity to recruit and participate in recruitment processes.
- B. To provide PNMs every opportunity to become better acquainted with as many sororities as possible, in order that they make wise, unbiased decisions, concerning membership.
- C. For PNMs and chapters to get to know one another well enough for the two to make an important lifetime choice. The recruitment process should portray the values and benefits of sorority life in an honest and mutually beneficial way.

*Different rules may apply for Continuous Open Bidding (hereinafter COB) and should be clarified with the Panhellenic advisor(s).*

#### Section 1: General

1. Above all, the College Panhellenic abides by the Constitution of the UCF College Panhellenic.
2. All NPC member organizations represented at the UCF believe in strictly adhering to NPC Unanimous Agreements and policies. All organizations will follow these valued and non-negotiable policies during the recruitment process.
  - a. All rules and guidelines found within the Constitution must be abided by during all recruitment activities.
  - b. Failure to do so will result in further judicial actions as mandated by the most updated version of the NPC Manual of Information.
3. The Panhellenic Executive Board stands as the elected governing board during recruitment, alongside the guidance of the Panhellenic advisor(s). Any ambiguities in any rules, guidelines, or sanctions (i.e., rules which use the word excessive, flagrant, uniform, etc.) are subject to the discretion of the Panhellenic Executive Board with the assistance of the Panhellenic advisor(s).
  - a. The collection of all eleven officers may also be called “Executive Board” within this document and in communication.

4. All chapter members (including actives, alumnae, new members, and new initiates), and all of the Executive Board are responsible for knowing and abiding by the College Panhellenic Recruitment Guidelines.
  - a. Each chapter will be held responsible for the actions of its members, its alumnae, its Recruitment Team members, and its orientation team members.
5. The UCF Panhellenic will strictly adhere to NPC Unanimous Agreement and Recruitment Guidelines as stated in the NPC Manual of Information, 27th Edition, Updated July 2022.
6. Chapters will be expected to follow NPC guidelines for release figures as determined by NPC/RFM specialists.
7. Primary Recruitment activities as defined by the College Panhellenic will begin on the first Sunday of Spirit Week at 11:59 p.m. and end at 12:00pm the day after Bid Day.
8. Chapter members must be dry beginning at 11:59 p.m. on the day before the start of Spirit Week until 12:00 p.m. the day after Bid Day.
9. With the exception of house checks, PNMs and Recruitment Guides (hereinafter Rho Gammas) shall not enter any sorority house before a party has begun or after a party has ended, unless the chapter's recruitment team is in accordance with it.
10. PNMs will be lined up in alphabetical order by last name. In addition, the College Panhellenic will be prepared with attendance sheets that correlate to the line-up order.

## **Section 2: Promotion of the Sorority Experience**

College and Alumnae Panhellenic rules must not infringe on the rights of NPC member organization chapters in how they communicate, contact and promote the overall sorority experience and membership opportunities to potential new members. All sorority promotions should be positive and in the spirit of Panhellenic unity through all forms of communication (e.g., print, digital, in-person).

Promoting the sorority experience does not mean creating an unfair advantage for a particular chapter. It means being friendly and responding to questions PNMs might ask of Panhellenic members. It means promoting sorority membership in general, not a particular organization. It also means current and alumnae members do not have to hide their sorority affiliation or be forced to delete social media accounts or be penalized for talking about their membership.

## **Section 3: Statement of Values-Based Recruitment**

The purpose of values-based recruitment is to focus on meaningful conversations with PNMs and recruiting/pledging women who will have a positive impact on chapters and the Panhellenic community. Nonessential features should be removed from the process, and the focus of membership recruitment should be on the values, benefits, and obligations of membership for each organization. All NPC member organizations represented at the University of Central Florida will promote the following practices during membership recruitment:

1. Focus on conversations between chapter members and PNMs about organizational values and member organizations.
2. Choose recruitment activities and behaviors that reflect the core values of our organizations.
3. Make informed choices, based on shared values, about PNMs.

4. Educate PNMs about the values, benefits, and obligations of sorority membership.
5. Eliminate gifts, favors, letters, and notes for PNMs.
6. Eliminate the required purchasing of recruitment event attire for chapter members
7. Eliminate all forms of bid promising, oral or written, to join a certain sorority before bids are distributed by Panhellenic.

#### **Section 4: Potential New Member (PNM)**

1. A PNM must be a regularly matriculated undergraduate student at UCF.
2. A PNM shall not be, or ever have been, an initiated member of a NPC organization.
  - a. If in doubt, please contact the College Panhellenic advisor and/or Vice President of External Recruitment.
3. A PNM shall not have been a new member to an NPC group since signing the MRABA at the same school where she is a PNM.
  - a. If a PNM has signed a COB acceptance, she is eligible to participate in the next Primary Recruitment.
  - b. If a PNM has signed a Membership Recruitment Acceptance Binding Agreement (hereinafter MRABA) she is ineligible to participate in Primary Recruitment for one calendar year.
    - i. A woman who has her pledge broken by an NPC chapter or who has broken her pledge to an NPC chapter may be repledged by the same NPC chapter at any time within one calendar year.
    - ii. A woman who intentionally single preferences (hereinafter ISPs) or who doesn't receive a bid, but who signed a MRABA, is still eligible to COB or receive a snap bid.
4. From the beginning of Primary Recruitment activities through the accepting of Primary Recruitment bids, no PNM shall visit a sorority house except for designated Primary Recruitment events.
5. Any communication should be of positive Panhellenic contact and promote the sorority experience. Strict silence will be observed from MRABA signing until bid distribution.
  - a. PNMs must attend Panhellenic recruitment orientation, all meetings with Rho Gammas, all UCF Day parties, and the maximum number of invitational parties throughout Primary Recruitment week.
  - b. Failure to attend will result in the removal of the PNM from further Primary Recruitment activities.
  - c. In the event of illness or other emergency, the PNM shall notify her Rho Gamma before being removed from further Primary Recruitment activities.
6. No PNM may buy anything for a sorority member or sorority chapter during the Recruitment process.
- 7. Membership Recruitment Acceptance Binding Agreement (MRABA)**
  - a. The College Panhellenic Association will uphold and use the membership recruitment acceptance binding agreement (MRABA) for each potential new member interested in joining a sorority, whether during primary recruitment or continuous open bidding. We agree to all policies and steps pertaining to the MRABA.

## Section 5: General Rules and Chapter Obligations

1. At no time may a chapter host an event of any sort for PNMs (i.e. high school seniors) outside of the Primary Recruitment or COB processes.
  - a. Exceptions must be approved by the Panhellenic Vice President of Internal Recruitment.
2. No chapter member (active, new, or alumnae) may visit a PNM at her place of residence during Primary Recruitment activities.
3. **Gift Giving.** During Primary Recruitment, no chapter member may accept a gift from PNMs.
  - a. Any items given to PNMs during any recruitment party must be given in equal quantities.
    - i. PNMs will only be allowed to leave a party with the items they have entered with, with the exception of water bottles and plastic cups/drinks.
4. **Bid Promising.** There will be no promising of bids or verbal bids either directly or indirectly by any active member, new member, new initiate, or alumnae of a chapter to a PNM.
  - a. **Verbal bids.** Verbal bids are defined as a sorority member stating or implying that she or her particular chapter is interested in recruiting a particular woman. Examples include “See you tomorrow” or “I could see you fitting in here.”
5. **Dirty Recruiting.** Chapters are not permitted to “Dirty Recruit.”
  - a. “Dirty Recruiting” refers to any activity not complying with NPC or the College Panhellenic rules and guidelines. The following examples include but are not limited to: hot boxing, slander, giving preferential treatment to a specific prospective member, etc. “Dirty Recruiting” will be adjudicated on a case-by-case basis.
    - i. **Hot boxing.** “Hot boxing” is defined as three (3) chapter members recruiting one (1) PNM and/or a PNM being recruited alone in a room.
    - ii. **Slander.** “Slander” is defined as talking negatively about another chapter or your own.
    - iii. The illegal use of alcohol, drugs, and fake IDs is strictly prohibited.
      1. Recruiters should never intentionally place a PNM in any type of uncomfortable situation or make a PNM feel uncomfortable. This will be determined on a situational basis.
6. Panhellenic women may only distribute media promoting “Go Greek” or College Panhellenic Recruitment sentiments from the last day of finals during the spring semester preceding Primary Recruitment until Bid Day at noon.
  - a. All Publications prior to Recruitment will be done by the College Panhellenic.
7. All Primary Recruitment parties must be held in the chapter houses.
  - a. If a house is not available, a place must be agreed upon by both the chapter and the College Panhellenic.
  - b. Chapters without houses should refer to the Section 10 of the Recruitment Guidelines.
8. During Primary Recruitment, chapters are responsible for having all PNMs out of the houses at the time the party's over. Chapter members should ensure that PNMs are exiting at a reasonable pace to ensure the women have enough time to make their next party.

9. **Strict Silence.** Strict silence will begin immediately after the last event of the final round of Primary Recruitment and last until all bids have been distributed. No sorority member—including alumnae and new members—may communicate or live with PNMs during this period.
  - a. Strict silence is defined as, but not limited to, all verbal, nonverbal, written, printed, text message, electronic communications, social media, or any communications through a third party, between the PNMs and chapter members/new members/alumnae. If PNMs live in a residence hall with sorority members, only casual greetings and contact are permitted.
10. No outdoor decorations are allowed during Primary Recruitment.
  - a. Exceptions include permanent improvements to the chapter property (e.g., landscaping), sorority chapter benches with Interfraternal Council letters covered and one banner which must remain the same banner for all of Recruitment week until Bid Day.
    - i. Wooden sorority letters must be moved.
11. Initiated collegiate members, new members, alumnae, national fraternity representatives and house directors may assist the chapter with membership recruitment preparations.
  - a. Only active collegiate members may recruit PNMs. No alumnae or house directors may recruit a PNM.
    - i. Conversation between alumnae/house directors of chapter members and a PNM is limited to simple greetings. House Directors and alumnae should practice positive Panhellenic contact with PNMs. (*see page CPMR-122 of 27th Edition of the Manual of Information*)
12. Chapters are responsible for concealing all pictures and/or any other identifying items of members representing the College Panhellenic during Primary Recruitment.
  - a. Executive Board
  - b. Recruitment Team
  - c. Rho Gammas

### **13. Recruitment Guides (Rho Gammas)**

- a. Chapters may not question Rho Gammas about PNMs.
- b. Chapters must provide Rho Gammas with at least a comfortable room, snacks, and water during all parties of Primary Recruitment.
  - i. Restrooms need to be accessible at all times, even during preference ceremonies.

### **14. Chapter Lists**

- a. Chapter lists are due exactly 10:00 p.m. or another time mutually agreed upon by the Panhellenic, RFM Specialist and chapters.
- b. Chapter lists must be submitted online by the designated time after each round of Primary Recruitment. A fine of \$5.00 for minutes 1-5 that are late. A fine of \$10.00 for minutes 6-10 that are late. A fine of \$20.00 for every minute after. .
  - i. Exceptions will be made at the discretion of the Panhellenic advisor(s).

### **15. Recruitment Contracts**

- a. All videos and slideshows used during Primary Recruitment must be submitted to the Panhellenic Vice President of Internal Recruitment by the designated time for review.

- b. Chapters will turn in contracts electronically via email at a specific time as agreed upon by the Panhellenic Vice President of Internal Recruitment and subsequent chapter recruitment officers. The contracts will be reviewed in time-stamped order for approval and revisions.
- c. Revisions to contracts will be turned in at a later date and time set by the Panhellenic Vice President of Internal Recruitment.
- d. All specificities determined in the contracts must be abided by during Recruitment week.
- e. The Panhellenic Vice President of Internal Recruitment reserves the right to make any changes to a chapters' contract, with the consent of the chapter recruitment officers, up until August 1st.

#### **16. Chapter Website and Online Communities**

- a. All recruitment information on individual sorority websites must include Panhellenic contact information in reference to recruitment rather than sorority recruitment chair information or individual chapter information, starting at the beginning of the Summer A term.
  - i. Exceptions will only be made for information for alumnae to contact the chapter regarding recommendation letters, starting at the beginning of the Summer B term.
  - ii. Chapters in violation of this rule will be fined \$50.00 per week.

#### **17. Financial**

- a. The chapter recruitment budget will not exceed \$6,500.00 total, not including the cost of the outdoor tent and chair rental for PNMs, UCF Day shirts, Rho Gamma refreshments, PNM water bottles, chair and table rentals, and Bid Day costs. This budget does include the cost of the Sisterhood Day chapter video.
  - b. A budget audit must be completed and turned in within 2 weeks of Bid Day to the Panhellenic Vice President of Administration. There will be a \$50.00 fine for the first week it is late and an additional \$10.00 for every week thereafter.
  - c. All chapters must submit documentation and receipts for all recruitment related expenses to the Panhellenic Vice President of Internal Recruitment by the Friday following Bid Day at 5:00 p.m.
  - d. Donated items need to be appraised and included in the budget based on their value.
  - e. For every \$100.00 exceeded over the stated budget, \$150.00 will be fined to the chapter.
  - f. All decorations for recruitment for each day must be checked and approved by the Vice President of Internal Recruitment.
18. National headquarter representatives may attend other chapter recruitment activities if the request is submitted to the College Panhellenic on or before the date set by the Panhellenic Vice President of Internal Recruitment.
19. Chapters are responsible for informing their active members, new members, and alumnae of the Recruitment Guidelines—which are binding—no matter their actual involvement with the recruitment process. Each chapter is held responsible for the actions of its members.

## Section 6: Recruitment Guides (Rho Gammas)

1. For any chapter participating in Primary Recruitment, a minimum 6% chapter members that meet eligibility requirements must apply to be Rho Gammas or Recruitment Team. Failure to meet the 6% minimum will result in a fine and may be subject to the Panhellenic judicial process.
  - a. Eligibility requirements include:
    - i. Have a cumulative GPA at or above 2.75.
    - ii. Be a currently enrolled full time student at their time of application until their completion of the program, if selected.
    - iii. Have recruited in a previous semester internally for their own chapter during the Primary Recruitment process.
    - iv. Have a letter of good standing from their respective chapter.
    - v. Not be a member of their chapters recruitment team to fill the 6% slot.
2. Rho Gammas will act in an appropriate (i.e., respectful, polite, and mature) and ethical manner at all times. They will always act as a role model. They represent the Greek community and College Panhellenic at all times. They will treat all sorority members, advisors, alumnae, Panhellenic members, and Office of Fraternity and Sorority Life (hereinafter OFSL) staff members with the utmost respect to make recruitment a positive experience for all involved.

### 3. Strict Privacy

- a. Rho Gammas will not communicate with chapter members before or during Primary Recruitment about any PNMs. This includes any in-person or digital communication of any kind about a PNM.
- b. No information regarding a PNM will be relayed to any chapter member, non-Greek, or alumna.
  - i. If necessary, consultation with other Rho Gammas, the Executive Board, and/or the Panhellenic advisor(s) is encouraged.
- c. Rho Gammas may not seek or accept contact with any Panhellenic organization during Spirit Week or Recruitment Week.
- d. Chapters may not seek or accept contact with any Rho Gamma during Spirit Week or Recruitment Week with the exception of video preview during Spirit Week.

### 4. Disassociation

- a. Beginning at selection, Rho Gammas must remain impartial to their own affiliation when discussing the recruitment process with PNMs.
- b. Rho Gammas may not participate in any phase of chapter recruitment.
  - i. This includes but is not limited to: Recruitment training, recruitment planning, summer recruitment events, helping with recommendations, actual parties, attending any “membership” sessions or discussions.
  - ii. Rho Gammas are allowed to stay in their chapter houses or personal residences during only Spirit Week. The College Panhellenic will provide adequate housing for Rho Gammas during recruitment week. However, Rho Gammas will be permitted to re-enter their house on Bid Day at noon.
  - iii. Rho Gammas are not allowed to watch any recruitment parties.

## 5. Community Service

- a. Rho Gammas must complete the required number of community service hours to remain in good standing.
- b. The Vice President of Community Involvement reserves the right to set the minimum requirements for community service hours to be completed during one's time as a Rho Gamma.
  - i. Notice of these hours and their deadline(s) must be provided at the time the application is released in order to be considered valid.

## 6. Violations

- a. Rho Gammas who do not uphold their responsibilities as outlined in the application and the College Panhellenic governing documents will be immediately dismissed.
  - i. For lesser offenses, Rho Gammas who do not uphold their responsibilities as outlined in the application and the College Panhellenic governing documents will be found in non-compliance and given two (2) weeks upon notification of non-compliance to resolve the issue and come back into compliance at the discretion of the Vice President of Recruitment Guides (Head Rho Gamma) or Panhellenic advisor(s).
- b. If a Rho Gamma is removed from her position, she is not allowed to participate in any chapter activity throughout Primary Recruitment including all Bid Day activities.
  - i. Any Rho Gamma who removes themselves before the disassociation date will be allowed to participate in their chapter's recruitment activities at the discretion of the Vice President of Recruitment Guides.

## 7. Financial

- a. Chapters will be responsible for paying Rho Gamma dues to the Panhellenic Vice President of Administration prior to the end of the spring semester preceding Primary Recruitment.
- b. Rho Gamma dues will be determined annually at the discretion of the Executive Board to ensure that the cost of food and lodging for Spirit Week and Recruitment Week for Rho Gammas is completely covered.
  - i. Each chapter will pay the same amount in Rho Gamma dues annually regardless of how many of their members are Rho Gammas.

## Section 7: Statement of Membership Recruitment Acceptance Binding Agreement (MRABA)

The College Panhellenic will uphold and use the MRABA for each PNM interested in joining a sorority, whether during Primary Recruitment or COB. We agree to all policies and steps pertaining to the MRABA.

## Section 8: Primary Recruitment Structure

### 1. Round 1—UCF Days (Day 1 and 2 of Primary Recruitment)

- a. This round is designated as UCF Day/Open House.
- b. Attire for this round will be as follows:
  - i. Panhellenic women will be instructed to wear a t-shirt approved by the Panhellenic Vice



President of Internal Recruitment. The order in which T-Shirt colors will be picked based on chapter GPA, with the chapter that has the highest GPA from the fall semester choosing first.

- ii. The front of the shirt will display the fully written sorority name.
  - iii. The t-shirts must be worn by the chapter members in the same condition that the t-shirt was delivered.
- c. Water is the only beverage that may be served during this Round.
  - d. No food of any kind is allowed during this Round.
  - e. No house tours will be allowed during this Round.
  - f. Decorations must be minimal and limited to two banners and two tables.

## **2. Round 2—Philanthropy Day (Day 3 of Primary Recruitment)**

- a. This round is designated as Philanthropy Day.
- b. Attire for this round will be as follows:
  - i. Chapters' discretion in terms of clothes and shoes they wear.
  - ii. Chapters may not require their members to wear identical outfits.
- c. Beverages for this round are open to anything non-alcoholic.
  - i. Water must be served upon the PNM's request.
- d. No food of any kind is allowed during this Round.
- e. House tours are allowed during this Round.
- f. Decorations should focus on the philanthropy that the chapter supports (i.e. colors, symbols, wording, banners, etc.).

## **3. Round 3—Sisterhood Days (Day 4 and 5 of Primary Recruitment)**

- a. This round is designated as Sisterhood Day.
- b. Attire for this round will be as follows:
  - i. Chapters' discretion in terms of clothes and shoes they wear.
  - ii. Chapters may not require their members to wear identical outfits.
- c. Beverages for this round are open to anything non-alcoholic.
  - i. Water must be served upon the PNM's request.
- d. No food of any kind is allowed during this Round.
- e. House tours are allowed during this Round.
- f. Decorations will be limited to:
  - i. Video screen décor, (decorations around the screen)
  - ii. One unique aspect of organization that may only cover one full wall. Centerpieces must be consistent throughout the room being used.

## **4. Round 4—Preference Day (Day 6 of Primary Recruitment)**

- a. This round is designated as Preference Day.
- b. Attire for this round will be as follows:
  - i. Chapters' discretion in terms of clothes and shoes they wear.
  - ii. Chapters may not require their members to wear identical outfits.

- c. Beverages for this round are open to anything non-alcoholic.
  - i. Water must be served upon the PNM's request.
- d. No food of any kind is allowed during this Round.
- e. Decorations will be limited to:
  - i. Only what is needed for the chapters' preference ceremony. This will be approved by the Vice President of Internal Recruitment.
- f. Preferencing will be allowed only in common areas. No bedrooms are permitted.

## 5. Bid Day (Day 7 of Primary Recruitment)

- a. Bid Day takes place on the 7th day of Recruitment week.
- b. Once a PNM joins a chapter on Bid Day, she is no longer considered a PNM and may participate in chapter activities.

## Section 9: Informal Recruitment (Continuous Open Bidding)

### 1. Chapter Total

- a. Chapter total is a number that is determined by the College Panhellenic. The current method for setting total is the midpoint between median and largest chapter size.
- b. Chapters who do not reach total after Primary Recruitment may participate in COB until total has been achieved.
- c. If a chapter is at or over total, but did not meet quota during Primary Recruitment, they may COB the unfilled quota spot(s)
- d. To allow chapters to achieve parity as quickly as possible, total will be automatically evaluated and potentially adjusted every regular academic term.
  - i. This is to be done no later than 72 hours following bid distribution in the academic term that Primary Recruitment is held and within one week (no more than seven days) from the start of the academic term in which primary recruitment is not held. The adjustment will be to the midpoint between median and largest chapter size or another method as voted upon by the Panhellenic..

### 2. Recruitment Forms

- a. If an eligible chapter chooses to participate in COB, they must fill out the proper paperwork with the Panhellenic advisor(s) and the OFSL staff before they extend bids to PNMs.

### 3. Potential New Member Registration

- a. Either the President or Recruitment officer from the chapter must register all PNMs acquired through the COB process with the OFSL staff.
- b. Registration must be completed within 2 days of a PNM accepting their bid.

### 4. Rules

- a. All rules in Sections 1, 2, and 3 must be adhered to during the COB process by both chapters and PNMs.

## Section 10: Infractions

1. When a sorority member believes that there has been an infraction of the recruitment rules they are to follow the NPC procedures as outlined by the NPC Peer Accountability Procedures. Educational outcomes will be pursued and monetary fines can be sanctioned to chapters who have been found in violation of the following: dirty recruiting ("hot boxing", slander, giving preferential treatment to a PNM), bid promising, the recruitment party ends late, gift giving, and if a chapter member physically touches a PNM.
  - a. Valid proof must be provided in order for an infraction to be admissible. This includes witnesses, documentation, and tangible items if applicable.
  - b. An infraction can be reported by any PNM(s), Rho Gamma(s), Recruitment Team member, Executive Board member, chapter president(s) on behalf of their chapter, chapter executive board member on behalf of their chapter, and the OFSL staff.
    - a. If a chapter is found in violation of the above-mentioned rules, the Peer Accountability Procedures will be followed, and a \$50.00 fine may be imposed. For each subsequent offense, the chapter may incur an additional fine of \$100.00.

## Section 11: Chapters Without Houses Guidelines

### 1. Budget

- a. An additional \$2,500.00 will be allotted for chapters that will be recruiting out of fraternity houses.
  - i. This additional allocation must ONLY be used to clean, stock, repair, landscape, or refurbish the house and may not be used for general recruitment items that chapters with houses will have to incur as well.
  - ii. This \$2,500.00 may not roll over into the \$6,500.00 budget that all chapters are allotted.
  - iii. All receipts for items that are to be deducted out of this budget must be turned in to the Panhellenic Vice President of Internal Recruitment along with the regular budget.

### 1. Additional Items

- a. Some additional decorative items may be added to the interior of the house to increase its aesthetic value. These items include but are not limited to plaques, symbols characteristic to the organization, trophies, and pictures.
  - i. The presence of any and all of these items is subject to the discretion of the Panhellenic Vice President of Internal Recruitment.
  - ii. The chapters without houses must agree to remove any of these items upon request of the Panhellenic Vice President of Internal Recruitment.

### 2. Tables

- a. One extra table is permitted for use on Philanthropy Day only.
- b. The table decor as well as the items on and displayed on the table must follow the regular guidelines found in the Recruitment Guidelines.