



Academic Hiring Manual

University of Illinois at Chicago

Office for Access and Equity

717 MAB M/C 602

Chicago, IL 60612

Voice: (312)996-8670

Fax: (312)413-0055

oe_eo@uic.edu

www.oae.uic.edu

Revised March, 2017

Table of Contents:

	<u>Page</u>
<i>Preface</i>	2
CHAPTER 1: INTRODUCTION	
1.1 Purpose of the Hiring Manual	3
1.2 To Whom does this Manual Apply	4
1.3 Quick Overview of Search Process	5
1.4 Search Process Checklist	6
CHAPTER 2: EXPLANATION OF KEY ROLES IN THE SEARCH PROCESS	
2.1 Role of the Office for Access and Equity (OAE)	8
2.2 Role of the Hiring Officer	8
2.3 Role of the Academic Search Coordinator	8
2.4 Role of the Unit/Department Contact Person	9
2.5 Role of the Search Committee Chair	9
2.6 Role of the Search Committee	10
2.7 Statement on Confidentiality	11
CHAPTER 3: THE SEARCH PROCESS	
3.1 Initiating a Search	12
3.2 Completing and Submitting Necessary Documents	12
3.3 Advertising	14
3.4 Criminal Background Check	14
3.5 Reviewing Applicants	15
3.6 Interview Process	17
3.7 Extending or Recertifying a Search	17
3.8 Engaging Search Firms	17
3.9 Hires	18
CHAPTER 4: APPOINTMENT CHANGES AND SEARCH WAIVERS	
4.1 Search Waivers	20
4.2 Search Waiver Process	20
4.3 Special Circumstances	20
APPENDIX A: POSITIONS THAT DO NOT REQUIRE A SEARCH	24
APPENDIX B: LIST OF RESOURCES	25
APPENDIX C: EQUAL OPPORTUNITY LAWS, REGULATIONS AND ORDERS	26

PREFACE

The continued success of the University of Illinois at Chicago (UIC) depends upon the quality of service provided to the University by its staff members. For this reason – recruiting, hiring, and retaining outstanding employees are critical. This manual has been developed to assist units in conducting careful and thorough searches so that UIC may continue to have a workforce that allows it to be an innovative, engaged, and productive institution of higher education.

Federal and state nondiscrimination laws, as well as federal affirmative action regulations, require that the University conduct fair and equitable searches for open positions, and exercise aggressive recruitment programs, mentoring, training, and family programs that work to recruit and retain qualified individuals.

The Office for Access and Equity (OAE) is responsible for overseeing compliance with these standards by monitoring employment data and ensuring that searches elicit a diverse pool of qualified candidates. OAE also verifies that candidates are assessed according to their abilities and without regard to race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, pregnancy (including childbirth or related medical conditions), disability, religion, veteran and/or military status, arrest record, or order of protection status.

UIC recognizes that its campus will be strengthened by these efforts which aim to prevent discrimination and address stereotypical thinking and biases that may impede employment opportunities within our institution.

CHAPTER 1: INTRODUCTION

1.1 Purpose of the Hiring Manual

The continued success of the University of Illinois at Chicago (UIC) depends upon the quality of the performance of its staff members as defined by the service they provide to the University. For this reason, recruiting, hiring and retaining outstanding employees is one of the most important functions performed by our supervisors. This manual has been developed to assist in conducting careful and thorough searches, so that UIC will continue to have a workforce that allows it to be an innovative, engaged and productive service provider.

UIC recognizes that its operations are strengthened by the diversity of its staff, and diversity is an integral component of a workforce that can anticipate and effectively respond to the incredible variety of needs of the University and its faculty, staff and students. When searches are designed to attract candidates with diverse backgrounds, there is an increased possibility that the most qualified candidate will also be a person who adds to UIC's diversity. In addition, federal and state nondiscrimination laws, as well as federal affirmative action regulations, require that the University conduct fair and equitable searches for open positions. This handbook is designed to meet that standard by helping to elicit the most diverse pool of qualified candidates available and assess candidates according to their abilities without regard to race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

The enclosed procedures are guidelines for departments as they fill positions, and are not intended to convey any rights to job applicants and candidates. The appointment process for Academic positions is governed by a number of state, federal, and University-specific requirements, including the Affirmative Action Program for federal contractors. This document seeks to reinforce policies, practices, and procedures that reflect —best practices for employment processes and ensures that appointments are made in accordance with administrative, legal, and regulatory requirements.

Affirmative Action and Equal Employment Opportunity

As a Federal Contractor, UIC is subject to regulatory requirements under the laws enforced by the Department of Labor's Office of Federal Contract Compliance Programs ("OFCCP"). The OFCCP enforces Executive Order 11246: Section 503 of the Rehabilitation Act of 1973; and the Affirmative Action provisions of Section 4212 of the Vietnam Era Veterans' Readjustment Assistance Act. Collectively, these legal mandates prohibit discrimination and require Federal contractors and subcontractors to take affirmative action to ensure equal opportunities for employment, without regard to race, color, religion, sex, national origin, disability, or status as a Vietnam era or special disabled veteran.

Federal and state equal employment opportunity legislation prohibits discrimination based on any prohibited characteristic. In accordance with the University's non-discrimination statement, the University of Illinois does not engage in discrimination or harassment against any person based on protected categories. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increases, salary, training and development, demotion, and separation. The University takes seriously its responsibility to provide leadership in ensuring that equal employment opportunity is the standard practice.

Diversity & Inclusion

The University is committed to pursuing excellence through the diversity of its students, faculty, and staff. UIC is firmly dedicated to the most fundamental principles of academic freedom, equality of opportunity, and human dignity. To this end, UIC strictly prohibits discrimination or harassment against any person because of race, color, religion, national origin, ancestry, age, marital status, disability, sexual orientation including gender identity, unfavorable discharge from the military or status as a protected veteran. The University finds great pride and strength in knowing that diversity is a key characteristic of UIC. The University values an educational environment that is dynamic and embraces diversity. UIC's Commitment to Diversity can be found at: <http://oae.uic.edu/docs/StatemenOfReaffirmation2015.pdf>. The Academic Search Process assists the University in demonstrating its commitment to diversity in the recruitment and selection process.

Statement of Violation

Failure to adhere to the guidelines set forth places the University both in a position to be audited, cited, and fined by the Department of Labor's Office of Federal Contract Compliance Programs ("OFCCP"), as well as in violation of the University's Nondiscrimination Statement.

1.2 Who Does This Manual Apply To

- The requirement to conduct an academic search applies to all Faculty and Academic Professional positions that are 50% time or greater, including visiting Academic Professional positions.
- This manual does not apply to Civil Service positions. If you are recruiting a Civil Service position, please contact Human Resources at (312) 413-4848 or uicrhhelpdesk@uillinois.edu.
- This manual does not apply to University of Illinois Hospital and Health Sciences System (UIHHS). If you are filling a position within UIHHS, please contact UIHHS Human Resources at (312) 996-9792.
- For Faculty appointments less than 50% time, contact Faculty Affairs at (312) 413-3470.
- For Academic Professional appointments less than 50% time, contact your unit HR

representative.

- For a list of positions that do not require a search, please see Appendix A.
- Please note that affirmative action and equal employment opportunity efforts still apply to searches that do not fall under the purview of this manual.

1.3 Quick Overview of Search Process

Search Process Checklist

The following checklist briefly summarizes the major steps involved in the academic search process. It is designed as an aid to the Academic Hiring Manual, and does not substitute for a careful reading and understanding of the entire manual.

The University uses an electronic employment system called “HireTouch” for the academic search process. HireTouch allows for the centralized management of information related to employment transactions. “Job Aids” and “Training Materials” for HireTouch are located on the UIC HR website at: https://www.hr.uic.edu/systems_support/hire_touch/

The steps outlined below begin at the department level. All departments must seek proper approvals through their official hiring officer or its delegate. For questions on a department’s official hiring officer or delegate, please contact the Academic Search Coordinator for your college. For current list of Academic Search Coordinators, please contact OAE.

1.4 Search Process Checklist

1. Select and Prepare the Search Committee (Completed by Hiring Officer or Delegate)
 - A) Select between 3-9 people to participate on the Search Committee
 - B) Prep the Search Committee by reviewing criteria for evaluating candidates
 - C) Search Committee will review the University's Policy on Non-Discrimination.

2. Initiate Search in HireTouch (Completed at the department level with college approval)
 - A) Login to HireTouch
 - B) Click the "Jobs" tab
 - C) Click on "Start a Workflow"
 - D) Select the appropriate job template (e.g. Academic Professional, Faculty, etc.)
 - E) Enter the specific information based on the template selected.

3. Complete the Job Description (Completed by Hiring Officer or Delegate)
 - A) Under the "Forms" tab, click on and complete the form titled "Job Description"
 - B) Upload the HR-approved Job Description
 - C) HireTouch will advance the Job Description form and the uploaded Job Description to Compensation.
 - D) Compensation will approve the Job Description which will then automate an email to the user titled "Job Description Approval"

4. Initiate Job Posting (Completed at the department level with college approval)
 - A) Return to the "Forms" tab in HireTouch
 - B) Complete and approve the "Position Notice" form
 - C) HireTouch will advance the Position Notice to the Academic Search Coordinator for review and approval, user will receive an e-mail confirmation that the form has been submitted to the Academic Search Coordinator.
 - D) Academic Search Coordinator will review and approve the Position Notice.
 - E) HireTouch will advance the Position Notice to the Office for Access and Equity (OAE).
 - F) OAE will review and approve the Position Notice
 - G) Job will automatically post to the UIC Job Board and IllinoisDiversity.com
 - H) Units must immediately distribute external advertisements so they are minimally posted for (2) two weeks; internal searches do not require external advertisements

5. Compile list of "Meets Minimum Qualifications" (Completed at the department level with College approval)
 - A) HireTouch will generate a rolling list of applicants as each application is submitted.
 - B) The Unit may begin to identify those who meet minimum qualifications as soon as applications are submitted, however, the Unit may not contact any applicant until the list has been completed and approved by OAE.
 - C) The Unit will update each applicant's user status in HireTouch as either "Meets Minimum Qualifications" or "Denied/Not Selected".
 - D) Once the posting interval has closed, or once the "For Fullest Consideration" date has

passed, the Unit may submit their list of Meets Minimum Qualifications.

E) Unit will also upload proof of advertisement for all external sources listed in Position Notice.

F) Once Unit submits the list of Meets Minimum Qualifications, HireTouch will advance the list to the Academic Search Coordinator.

G) The Academic Search Coordinator reviews and approves the list and then HireTouch will advance the list to OAE.

H) OAE approves the Meets Minimum Qualifications List which will generate an email notification to the Unit

6. Interview Candidates (Completed at the department level in concert with search committee)

A) Search Committee chooses candidates from Meets Minimum Qualifications list to interview

B) Search Committee or designee contacts applicants to begin interviewing process

C) Interview selected candidates

D) Identify candidates to be recommended to Hiring Manager

7. Hire Candidate (Completed by Hiring Officer or Delegate)

A) Hiring Manager conducts reference checks and verifies academic credentials and/or professional licensure

B) Hiring Manager interviews selected finalists

C) Hiring Manager decides who to hire and communicates decision to Search Committee

D) Hiring Manager extends offer to candidate

E) Unit conducts Background Check

8. Close the Search (Completed at the department level with college approval)

A) Search Committee or Designee updates each applicant's status in HireTouch to reflect his/her updated status (i.e. interviewed, finalist, hired, candidate withdrew)

B) Notify unsuccessful candidates that the position has been filled

C) Add note to HireTouch indicating the name, start date and salary of the final hire

D) Retain all search file documents for a minimum of 3 years beyond date of hire

CHAPTER 2: EXPLANATION OF KEY ROLES IN THE SEARCH PROCESS

2.1 Role of the Office for Access and Equity

The Office for Access and Equity (OAE) is responsible for all facets of the Affirmative Action Program (AAP) and is therefore involved in the search and appointment process. OAE is charged with overseeing and monitoring the compliance aspects of academic appointments, promoting diversity, and addressing areas of underrepresentation. OAE seeks to ensure that units direct their recruitment efforts toward addressing underutilization and increasing diversity on campus whenever feasible.

OAE's approval indicates that the position notice and the unit/department's recruitment plan have been reviewed to determine whether: 1) the job opening represents an opportunity to correct underrepresentation, 2) any additional recruitment sources should be recommended, and 3) the University is in compliance with state/federal mandates as well as in specific compliance with current conciliation agreements.

2.2 Role of the Hiring Officer

The Hiring Officer is the individual to whom the search committee forwards its recommendation for hire and to whom the successful candidate typically reports once hired. The administrative functions of the role may be delegated to a representative. The Hiring Officer may or may not be a member of the search committee.

The Hiring Officer's approval certifies the authorization to fill a position at the salary, level and scope specified. It additionally attests to the unit's commitment to furthering the objectives of equal opportunity and affirmative action in hiring and promotion practices. The Hiring Officer is responsible for Affirmative Action even if he/she delegates the role.

2.3 Role of the Academic Search Coordinator

The Academic Search Coordinator (ASC) serves as a liaison between the Office for Access and Equity (OAE), and academic departments or administrative units that seek to fill faculty and/or academic staff positions. The ASC acts as a resource person at the department or unit level for academic personnel transactions, especially in the recruitment, selection, and appointment of individuals to new or vacant positions. An important part of the Academic Search Coordinator's responsibilities is to further the objectives of equal opportunity and affirmative action in hiring and promotion.

The ASC should:

- Be involved at all stages in searches and hiring for faculty and academic professional positions. The ASC should be privy to all necessary information required to monitor

- recruitments and appointments for fairness and consistency.
- Possess a good working knowledge of standard academic search and hiring practices and procedures, be familiar with all requisite forms and their associated time frames, signatures, and other requirements.
- Be cognizant of his/her department's/unit's current position in relation to campus Affirmative Action Plan goals for hiring and retaining qualified females and members of underrepresented minority groups.
- Be acquainted with advertising and other recruitment sources appropriate to his/her department or unit's occupational categories and professional disciplines.

Deans and unit executive officers appoint their respective ASC. Appointees must be approved by the Office for Access and Equity. OAE reserves the right to ensure that the selected individual has proper training in the academic process; once the appointee is approved by OAE he/she **must** attend a training presented by OAE.

ASC approval ensures adherence to both unit and campus guidelines for appointment procedures and basic equal opportunity standards.

2.4 Role of the Unit/Department Contact Person

This is a role that may vary across units/departments. The Unit/Department Contact Person may also be the designated Academic Search Coordinator (see above). Some of the most common responsibilities of this role are:

- Initiate and monitor the HireTouch workflow and processes
- Conduct initial screening of applicants for minimum qualifications
- Coordinate scheduling of Search Committee meetings/interviews
- First point of contact for applicants to be interviewed

Note: For some units/departments these functions may be assigned to a Hiring Manager

2.5 Role of the Search Committee Chair

The Search Committee Chair is appointed by the Hiring Officer to lead and direct the search process. The following attributes would be desirable for the Search Committee Chair:

- Openness to feedback from campus constituencies with a direct connection to the position
- Demonstrated ability in promoting a deliberative process
- Knowledge of the campus and its surrounding communities
- Strong interpersonal and recruitment skills
- Commitment to Diversity

The Search Committee Chair:

- Attends a search committee workshop presented by OAE (highly recommended)
- Provides leadership to the committee with a focus on conducting a fair and equitable search
- Ensures that there is diversity in the composition of the search committee

- Reviews the Search Guidelines and procedures with the committee at its first meeting
- Develops written evaluation criteria for review of candidate material, preferably with a scoring or rating system. Examples can be found at <http://oae.uic.edu/docs/Collection%20of%20Applicant-Interview%20Scoring%20Sheets%20&%20MMQ%20Matrix.pdf>
- Reviews the diversity of the applicant pool as well as the finalist pool and consults with OAE as needed
- Communicates the recommendation of the search committee to the hiring officer of candidates to be considered for hire

2.6 Role of the Search Committee

The Office for Access and Equity in partnership with the Office of Diversity and the Office of the Vice Provost for Faculty Affairs offers a 90-minute workshop for search committees of faculty and faculty/administrator positions at UIC. This workshop addresses the search process, issues of implicit bias and stereotypes, as well as other issues that can affect the fairness of a search. This is not a mandatory workshop however, attendance is highly recommended. Attendees are permitted to serve on search committees for three years without retaking the training.

In addition to proper training, crucial to the success of any search is a serious commitment of time and effort by search committee members, its chair, and the unit served. Search Committees are designed to strengthen the pursuit of a highly qualified, diverse pool of candidates and serve in an advisory role to the hiring officer as the ultimate decision to hire rests therewith.

Additionally, the committee is responsible for:

- Developing a recruitment plan
- Participating in recruitment activities
- Evaluating candidates
- Recommending the finalist(s) to the hiring officer

An important goal of the search committee is to recognize and put aside their own biases and to make good faith efforts to identify qualified ethnic minorities, women, veterans, and disabled individuals, as well as majority candidates.

Search committees must remain cognizant of the unconscious bias that may occur while searching for candidates. Unconscious bias is the tendency to assign stereotypical characteristics of certain groups to our judgments about individual members of that group. To prevent unconscious bias during the evaluation stage, the committee should adhere to the following:

- Develop evaluation criteria prior to evaluating applicants
- Standardize the interview process
- Use inclusion rather than exclusion in the decision making process

The ideal size for a search committee is five to nine individuals. Smaller search committees may be appropriate for searches with a limited number of available applicants, but may be no fewer than three individuals. Search committees with ten or more members are typically formed for executive level positions.

2.7 Statement on Confidentiality

While serving as a member of the search committee you may have access to sensitive or confidential information via recruitment documents or during interviews. Be mindful this information is privileged and not for public disclosure. Modification, destruction or disclosure of sensitive or confidential information is against the University's commitment to a fair and equitable search and hiring process. Additionally, dual relationships or relationships beyond reasonable understanding are frowned upon between search committee members and candidates. If this were to occur, best practices dictates that individuals engaged in said relationships recuse themselves from the search process.

CHAPTER 3: THE SEARCH PROCESS

3.1 Initiating a Search

The campus uses an electronic employment system called HireTouch for the academic search process. HireTouch allows for the centralization of information related to employment transactions. For additional information, please see: https://www.hr.uic.edu/systems_support/hire_touch/

For HireTouch technical support, contact the HR Help Desk at: UICHRHelpDesk@uillinois.edu or (312) 413-4848.

3.2 Completing and Submitting Necessary Documents

Once it is determined that a search will be conducted, there are several search-related documents involved in the process. Some of the documents are automatically generated within HireTouch, such as the Position Authorization and the Position Notice. Other documents relevant to the search must be uploaded into HireTouch; such documents include the HR approved job description, justification for an internal search, external job posting/advertisement, and proof of external advertisement (see 3.3). Additionally, all application materials requested by the hiring unit must be uploaded into HireTouch. Such documents may include a CV/Resume, a cover letter, and/or reference check documentation.

- **Job Description:** All Academic Professional searches must be accompanied by a Human Resource approved job description with an approval or revision date not exceeding three years. Job descriptions are not required for faculty positions, but highly recommended.
- **Position Authorization:** The Position Authorization is utilized to secure signature authorization of the hiring manager or designee to begin the search process.
- **Position Notice:** The Position Notice is utilized to launch the actual search process. Once the approvals are obtained at the college level, specifically the approval of the assigned Academic Search Coordinator, the position notice is routed to OAE for review and approval.
- **External Job Posting/Advertisement:** There is space provided within the Position Notice where the external ad may be written; however, the unit may have a word or PDF document containing the external ad which should be uploaded into HireTouch before the Position Notice is generated to OAE.
- **Internal Justification:** If the unit desires to conduct an internal search they must provide a justification for why they believe an internal candidate is vital to the position. This document must be uploaded into HireTouch before the Position Notice is submitted for OAE approval.

When OAE receives the Position Notice a review of the following is conducted:

- The position title, department and location of the position are accurate.
- The posting close date is appropriately recorded for a minimum two-week interval for an external search or a minimum one-week interval for an internal search. The posting close date and/or the “for fullest consideration” date may *not* be scheduled on a weekend date.
- The statement of duties, responsibilities, and minimum requirements are consistent with the specific job description.
- Any preferred/desired qualifications are listed.
- Any required documentation is listed.
- If the hiring manager is requesting that the search be internal only, the justification clearly supports an internal search.
- Recruitment resources are clearly identified, a minimum of one external source is required. A list of recruitment resources may be found at:
<http://oae.uic.edu/AH/RecruitmentResources.htm>.
- The posting contains the University’s Diversity and Affirmative Action/Equal Opportunity Employer statement, such as: “The University of Illinois at Chicago is an Equal Opportunity, Affirmative Action employer. Minorities, women, veterans and individuals with disabilities are encouraged to apply.” Additional statements may be found at:
<http://oae.uic.edu/docs/Equal%20Opportunity%20Statements.pdf>
- The posting contains the Criminal Background Check statement, such as: “*The University of Illinois conducts background checks on all job candidates upon acceptance of contingent offer of employment. Background checks will be performed in compliance with the Fair Credit Reporting Act.*”
- Assessment of underrepresentation within the unit.
- A diverse search committee has been appointed.

When reviewing the position notice OAE also conducts a Diversity Assessment in order to determine if underrepresentation of females or minorities exists in the particular job category. If so, targeted recruitment efforts will be strongly urged. The Academic Search Coordinator (ASC) is notified and he/she should subsequently advise the search committee to be mindful of the underrepresentation during the search and hiring process. OAE will note this action in the HireTouch file for the given position.

Errors or omissions identified during OAE’s review will result in the rejection of the Position Notice. OAE will place a note in HireTouch under the Activities tab as well as send an email to the Academic Search Coordinator stating the reason(s) for rejection. The ASC will be responsible for following-up with the originating unit regarding the corrections. Once all of the corrections are made, the unit should follow the aforementioned steps for approval of the position notice and resubmit for OAE review.

Once OAE approves the position notice the job will automatically be posted to the UIC Job Board and IllinoisDiversity.com, which also feeds into IllinoisJobNetwork.com and

ChicagoDiversity.com.

Following OAE's approval, the department implements the approved recruitment plan and ensures that external advertisements are posted in a timely manner.

Changes During the Search

It is important that the unit request approval from the Office for Access and Equity *before* proceeding to implement any changes to a search in progress. Approval should be requested via email to OAE_EEO@uic.edu. In some instances, OAE may require units to recertify the position notice.

3.3 Advertising

A diverse and qualified applicant pool is the desired outcome of any advertising effort. The unit must be able to ensure that the job announcement will generate a such pool of applicants. To assist with these efforts, OAE has a list of recruitment resources available on our website:

<http://oae.uic.edu/AH/RecruitmentResources.htm>.

The OAE approved ads should be *immediately* generated to the external source/s following OAE's approval of the search to ensure that the required posting intervals are satisfied. Should OAE determine that the external posting period did not satisfy the required posting interval, OAE would reject the Meets Minimum Qualifications list and the unit/department would be required to re-post the position externally for a period of not less than one week, or for the total time equivalent to the required posting interval.

Units may choose to use online or print sources for advertising. Regardless of the source, print or online, the unit must retain copies and/or screen shots of the actual ad as soon as it has been placed in the advertising resource. This is a critical step because OAE will require **proof of advertisement** be uploaded into HireTouch for all external recruitment resources that are listed in the position notice prior to the time the unit submits the Meets Minimum Qualifications list to OAE for approval; this includes the full job ad posted externally unless a shortened version has been previously approved by OAE (i.e. due to advertising cost). Additionally, the Equal Opportunity and Background Check (Section 3.4) statements must be on all external advertisements. See here for examples: <http://oae.uic.edu/docs/Equal%20Opportunity%20Statements.pdf>.

3.4 Criminal Background Check

The University has also implemented a Criminal Background Check requirement which mandates all position announcements include the following statement: *“The University of Illinois conducts background checks on all job candidates upon acceptance of contingent offer of employment. Background checks will be performed in compliance with the Fair Credit Reporting Act.”*

Additionally, all verbal and written offers of employment are to include the following statement: *“This offer is contingent upon the successful completion of a criminal background check.”*

3.5 Reviewing Applicants

Applications may be reviewed as soon as they are received, however, applicants may not be contacted until approved by OAE. An applicant is an individual who has submitted the required documents for consideration by uploading the information into HireTouch. Individuals may accomplish this by accessing the link associated with the job, which is typically contained within the job posting. Job seekers are not permitted to apply via any other method.

Individuals who **do not** submit a completed application should not be considered and must be marked as “denied/not selected”. Those who submit a completed application but do not submit all of the requested documents such as a resume or a writing sample should still be reviewed for minimum qualifications.

An initial screening should be conducted to identify the applicants who meet the minimum qualifications for the position. To ensure fairness of the search, the screening process cannot be arbitrary or give the appearance of being so. Disagreements within the committee and challenges from unsuccessful applicants can raise questions about how the committee reached its decision. Thus, it is important that the screening process be documented. The use of written evaluation criteria will aid in this documentation and provide a consistent basis for elimination or advancement of the candidate to the next level of the search process.

Once the unit has identified those applicants who meet the minimum qualifications, they need to upgrade the user statuses to “meets minimum qualifications”; for applicants who do not meet the minimum qualifications, their user status must be changed to “denied/not selected”. The list of applicants who meet the minimum qualifications must be submitted to OAE along with proof of advertising prior to conducting interviews.

The meets minimum qualifications list can be only submitted after the “for fullest consideration” date or the posting close date has passed. The “for fullest consideration” date is the date by which a job seeker must apply to receive full consideration. Individuals are permitted to apply after this date but may not receive full consideration. This date is usually identified within the body of the job posting and is separate from the posting close date listed on the position notice form. The posting close date is the date of which the search is closed and applications are no longer being accepted. The job posting is also removed from the UIC Job Board as of this date.

Units that choose to use a for fullest consideration date that is prior to the posting close date may submit their current list of candidates to OAE for review while the search still remains open and eligible for additional candidates to apply. This method may be beneficial to units that wish to

interview candidates and simultaneously consider new applicants in the event the current pool lacks sufficient qualified candidates. In such situations, the unit may choose to review applicants and submit the list of meets minimum qualifications after the “for fullest consideration” date has passed, yet still prior to the posting close date. Once the list of meets minimum qualifications has been approved by OAE, the unit may begin interviewing and hiring applicant(s), even if the search is still open. However, if the department wishes to interview any of the additional candidates that have applied, a new meets minimum qualifications list must be submitted to OAE prior to conducting additional interviews.

***Note:** Anyone that has begun an application prior to the posting close date may access HireTouch and complete their application even after the posting close date has passed. In these cases, individuals with a user status of “denied/not selected” due to an incomplete application will be updated to “In Process” once the application is completed. Departments should closely monitor the applicant pool for these changes prior to submitting the meets minimum qualifications list to OAE. If an applicant status still says “In Process” or “New”, at the time the list of MMQs is submitted to OAE, the list will be denied and the unit will need to update the statuses and resubmit the list to OAE for review.*

When OAE receives the Meets Minimum Qualifications list, a review of the following is conducted:

- The list has been approved by the Academic Search Coordinator prior to submitting to OAE
- All applications are marked as Meets Minimum Qualifications or Denied/Not Selected
- Ensure the unit has advertised with all planned external sources as outlined in the approved recruitment plan identified on the position notice form
- The listed qualifications on all external advertisements match the approved job description
- The for fullest consideration/close date on the external advertisement matches the date(s) listed on the position notice form
- Review the applicants to ensure a diverse candidate pool

Errors or omissions identified during OAE’s review will result in the rejection of the Meets Minimum Qualifications List. OAE will place a note in HireTouch under the Activities tab as well as send an email to the Academic Search Coordinator stating the reason(s) for rejection. The ASC will be responsible for following-up with the originating unit regarding the corrections. Once all of the corrections are made, the unit should follow the aforementioned steps for approval of the Meets Minimum Qualifications list and resubmit for OAE review.

Once OAE approves the Meets Minimum Qualifications list, the unit may begin conducting interviews. **As a reminder** there must be no contact with the applicants regarding their statuses nor should interviews commence until the list is approved by OAE.

3.6 Interview Process

Interviewing is a dual process between the search committee and the interviewee. The interviewee evaluates the organization to determine their interest, as well as sells him/herself as the best qualified candidate for the job. At the same time, the interviewer is evaluating the candidate's qualifications, experience, abilities and fit within the unit and organization.

Responsibility for compliance with employment related laws and regulations rests with the interviewing organization. Make certain the interview is centered upon assessing qualifications to perform the job requirements in an effective manner. Bias and stereotyping about gender, race, ethnicity, physical appearance, disability, sexual orientation, age, national origin, or ancestry should not cloud interviews in any way. Certain pre-employment inquiries are prohibited by law, please see: http://www.eeoc.gov/laws/practices/#pre-employment_inquiries.

Once interviews have taken place, the units must update the status of each interviewed candidate to "Interviewed".

3.7 Extending or Recertifying a Search

If it is determined that the search should be extended (e.g. to secure additional applicants, to correct information, or at OAE's discretion, please contact OAE at oeo@uic.edu before the posting close date to request an extension and OAE may process the extension without the unit recertifying the position notice. If the posting has closed, the unit will be required to recertify the position notice in HireTouch. Indicate the reason for the extension, and the period of time needed for the extension in the "Notes" field in HireTouch. The originator of the search must recertify the position notice and if the originator is no longer available, the unit/department will have to contact the HR Helpdesk for assistance in recertifying the position notice. If the unit wishes to advertise externally for the extended period they must revise the external ad, add "SEARCH EXTENDED" in the heading, and upload the revised ad into HireTouch. However, you are not required to re-post externally when extending a search. After the appropriate unit/college level approvals the position notice will be advanced to OAE for review and approval. Another option is to close the search without a hire and start a new search; in this case the current candidate pool will not be used.

3.8 Engaging a Search Firm

The use of a search firm is prohibited in accordance with Illinois Law 110 ILCS 305/80, except in certain circumstances. The college must obtain approval prior to engaging a search firm. Please refer to the University of Illinois at Chicago Policy and Criteria for the Use of Search Firms found at: <http://oeo.uic.edu/docs/Engaging%20A%20Search%20Firm.pdf>

3.9 Hiring

The hiring officer typically conducts interviews with the top candidate(s) and they may add others to the interview process, as deemed appropriate. The hiring officer should prepare interview questions in advance and maintain notes of the candidate(s) responses as part of the search file.

Prior to conducting interviews, the hiring officer must conduct reference checks and verify academic credentials and/or professional licensure. Reference check questions should be developed to confirm the information provided on the resume and/or application materials, assess the candidate's knowledge, skills, abilities, performance, and to verify previous work history. A sample form can be found at <http://oae.uic.edu/docs/ReferenceCheckForm.docx>. The same questions should be used for each reference checked for that position. As a best practice, candidate's previous and current employer(s) should be contacted for references, however, this can only be done with permission from the candidate. References may be obtained by letter, e-mail, telephone, fax or via HireTouch. All reference information obtained should be kept confidential at all times and the reference check documentation must be maintained with the search file and uploaded to HireTouch. Reference check documentation should include name, title, place of employment of the reference; date and time of the phone call; and summary of the information (both positive and negative) shared by the reference.

When verifying credentials, the hiring officer must confirm the candidate's awarded credentials and institution accreditation. Prior approval must be obtained from the candidate before verifying credentials. Verification options may include requesting the candidate provide an official transcript showing the date and title of the degree; a letter from an authorized university official verifying that the degree requirements have been satisfied; and or verification through an outside vendor such as National Student Clearinghouse.

Once the unit has made a hiring decision and extended an offer, the unit must conduct a background check on the selected candidate. Prior consent must be obtained from the candidate before conducting the background check and the unit must inform the candidate that the offer is contingent upon completion of a background check. After the candidate has cleared the background check, the unit must change the user status of the successful applicant to "hired" and note in HireTouch the new hire's name, start date, starting salary and a brief justification on why the applicant was chosen. Specifically, the unit should explain why the candidate was selected over other finalist, particularly minorities and women. All other applicants who were interviewed should also have their user statuses updated to finalist, candidate withdrew or offer declined.

Units may choose to conduct a search seeking multiple hires in order to save time and resources. If a unit wishes to conduct such a search they must ensure that the hires are all for the same title with the same duties. When conducting such a search the unit should specify that they are seeking

multiple hires in both the internal and external advertisements. Additionally, the unit will need to follow department/college guidelines and obtain prior approvals via the Position Authorization form.

CHAPTER 4: SEARCH WAIVER REQUESTS

4.1 Waiver of Standard Search

Positions should generally be filled through an open and competitive search process; however, on occasion some appointments are granted a waiver of the standard search process. A waiver may be requested when an urgent and unforeseen circumstance arises requiring the immediate filling of a vacancy to further the campus' mission and objectives. With that said, there are certain concretely defined circumstances under which waivers are routinely allowed. Examples include:

- Internal Candidate for a Major Appointment
 1. Senior Faculty Administrative positions with the following title: Department Head/Chair
 2. Research Associate position under the following condition: In furtherance of the professional career development of postdoctoral associates and in support of the campus' research mission, search waivers may be requested for a Postdoctoral Research Associate to change their title to Research Associate.
- External Candidate of Outstanding Achievement
 1. Appointments included in Special Recruitments such as: Under-Represented Faculty Recruitment Program (UFRP) or Cluster Hire Initiative
 2. Unique talents and skills are required for the position
- Other Special Circumstances
 1. Statutory or other policy guidelines governing the appointment or search process exist
 2. Urgent departmental/unit needs that cannot be addressed through the search process: Increased class enrollment at the beginning of a semester or a newly funded grant
 3. An individual named in an externally funded grant award
 4. Visiting Appointments: May be reappointed up to 3 years on State funds, 5 years on Grant/Soft funds
 5. Retirement and/or resignation of employee in critical/leadership role
 6. An Academic employee accommodated under Involuntary Termination Policy
 7. A faculty member changing from a non-tenure system to a tenure system or staff position
- Reorganization of Unit
 1. Administrative reorganization of a unit which is clearly the outgrowth of an existing position in a similar line of work
- Promotion
 1. Promotion is any advancement in rank/title and salary (excludes changes made through campus Promotion and Tenure process)
 2. When an academic professional position is redefined at a higher level with similar duties and responsibilities, and when the incumbent is well qualified for the higher position

- a. Any vacancy created as a result of the promotion will require a full search. It is assumed that there are no other internal qualified candidates for the position. In situations where there may be more than one person whose duties could be expanded and who possesses comparable skill levels, the hiring unit is advised to go through a competitive selection process within the unit.
- Reassignment/Transfer
 1. Groups of employees who join the campus workforce by institutional decision, e.g., a previous state program becomes a UIC program
 2. Reassignment of a qualified employee to another position and/or unit at the same level and comparable rate of pay within the University
- Title Changes
 1. No change in duties required
 2. FTE or Salary increases are not permitted
- Spousal Hire
 1. New faculty hires (indefinite tenure or tenure-track)
 2. Retain a tenured or tenure-track faculty member as part of a counter offer

Note: The eligibility of a position for a search waiver does not exempt a position from affirmative action requirements and equal employment opportunity regulations, including documenting good faith efforts to achieve diversity and ensuring non-discrimination.

4.2 Search Waiver Process

To request a waiver, please complete and submit the following forms and documents to OAE via HireTouch:

- A “Request for Waiver of Search Process” form
 - a. This form must include a “Reason for Request”. Appropriate reasoning includes the following: (1) why the department is seeking a waiver; (2) what efforts were made to identify underrepresented individuals for the position and how the identified candidate was chosen; and, (3) what qualifications the candidate possesses that makes him/her more suitable for the position over other similarly situated employees (those with the same/similar title and/or duties).
- Job Description
 - a. The Job Description must be pre-approved by HR Compensation for academic professional positions.
- CV or Resume
 - a. The employee must clearly meet qualifications as identified in the approved Job Description.
- Organizational Chart

- a. If the request is based upon reorganization, the existing organizational chart and proposed organizational chart should be submitted.

OAE will review waivers on a case-by-case basis and will take various factors into consideration when reviewing requests:

- Whether the proposed change is consistent with the principles of affirmative action, equal employment opportunity, and diversity
- Whether an internal search within the unit may be appropriate to allow other potentially interested and qualified individuals to apply, particularly if there are other employees within the department/unit with similar titles, qualifications, and/or job duties
- Whether the unit has undertaken a comprehensive review of their current employment workforce to ensure fairness and equity in promotion opportunities, particularly with respect to traditionally underrepresented groups
- Whether the change will create the opportunity for a vacancy to be filled through a competitive search.

Note: Neither an informal verbal offer nor a formal written offer can be extended until the search waiver is approved by OAE.

Please keep in mind, there are no guarantees of approval for a search waiver

4.3 Special Circumstances

A. Visiting Appointments

1. Academic Professional

To fill a vacant Visiting Academic Professional position that is 50% FTE or greater, all units must follow all normal protocols to either conduct a full search or request a waiver of search. Additionally, the unit must ensure the term “Visiting” is used in the title and in the body of both internal and external postings. Approved Visiting Academic Professional positions may be reappointed for up to 3 years on State Funds or 5 years on Grant Funds. Visiting Academic Professional positions that are less than 50% FTE are exempt from the search and search waiver process and do not require OAE approval.

2. Faculty

Visiting Faculty positions, regardless of FTE, are exempt from the search and search waiver process, and do not require OAE approval. However, these positions still must abide by the reappointment funding guidelines: a maximum of 3 years on State Funds or 5 years on Grant Funds.

3. Extensions

Units may request a one-time extension of any visiting appointment up to one year beyond the maximum funding guidelines. The request should be sent to oea_eeo@uic.edu and must

contain the following:

- a. College approval
- b. Name and UIN of employee
- c. Detailed justification for the extension request

B. Interim Appointments

In preparation for a full search, units that have an immediate need may fill the position as an acting/interim appointment of an existing University of Illinois employee. These appointments should be for a limited period of time and the unit should inform the temporary replacement that he or she has a right to return to his or her permanent position at the end of the acting/interim appointment. During the interim appointment the unit should be conducting a full search so that a hire may be made once the interim appointment has concluded.

Note: *Employees with visiting appointments may not be granted subsequent offers of employment without participating in a full search.*

APPENDIX A

POSITIONS THAT DO NOT REQUIRE A SEARCH

- Visiting or Adjunct Faculty Appointments.
- Appointments for less than 50% time. Such appointments cannot be increased to 50% or greater time without a full search.
- Continuing and intermittent appointments for academic employees who were originally hired as the result of a search and whose break or breaks in service have not exceeded the length of the original or previous contract.
- Trainee and student appointments may be made without searches with the understanding that a department wishing to retain a trainee or student employee as an academic staff member must post a job opening and conduct an open search in which the trainee or student employee competes with other comparably qualified candidates. Trainee and student appointments include the following categories:
 - Post-Doctoral Research Associates
 - Pre/Post-Doctoral Fellows
 - J1 Research Collaborator
 - Visiting Scholars
 - Interns
 - Residents
 - Pharmacy Externs
 - Fellows
 - Trainees
 - Teaching Assistants
 - Graduate Research Assistants
 - Undergraduate Research Assistants

Reminder: Any individual appointed to a position without a search being conducted must be informed that subsequent offers of employment will not be made to them unless they are selected as the result of an approved search.

APPENDIX B

LIST OF RESOURCES

1. Guide to Writing Effective Job Descriptions/Job Description Templates:
https://www.hr.uic.edu/UserFiles/Servers/Server_2716/File/d_hiring/guide_writing_jobdescriptions.pdf
2. Getting Started with HireTouch:
https://www.hr.uic.edu/UserFiles/Servers/Server_2716/File/d_systems/hiretouch/HireTouch_AdditionalInfo.pdf
3. HireTouch Reference Functionality:
https://www.hr.uic.edu/UserFiles/Servers/Server_2716/File/d_systems/hiretouch/HireTouchReferenceFunctionality.pdf
4. Recruitment Resources: <http://oae.uic.edu/AH/RecruitmentResources.htm>
5. Under-Represented Faculty Recruitment Program (UFRP): <http://oaadocs.uic.edu/103-UFRP.pdf>
6. Cluster Hire Initiative: <http://clusterhire.uic.edu/>
7. Prohibited Practices – Pre-employment Inquiries: http://www.eeoc.gov/laws/practices/#pre-employment_inquiries
8. OAE Training Opportunities: <http://oae.uic.edu/EducationAndTrainings/index.htm>
9. Search Toolkit: <http://oae.uic.edu/AH/SearchToolkit.htm>
10. Quick Guide to Hiring For International Faculty, Staff, and Scholars:
https://www.ois.uic.edu/cms/One.aspx?portalId=1581&pageId=189732#quick_guide
11. Women In Science and Engineering System Transformation (WISEST) Life-Friendly Policies:
<https://faculty.uic.edu/synopsis-of-uics-policies-and-practices-involving-workplace-flexibility/>

APPENDIX C

EQUAL OPPORTUNITY LAWS, REGULATIONS AND ORDERS

Executive Order 11246: not only prohibits federal contractors from discrimination in employment but requires contractors to take affirmative action to ensure equal treatment without regard to race, color, religion, sex, or national origin.

Contractors are required to develop, maintain, and implement written compliance plans. The plan must present procedures for hiring and monitoring the adherence to and results of those procedures. Failure to meet U.S. Department of Labor enforcement standards can result in debarment from government contracts.

Section 503 of the Rehabilitation Act of 1973: requires institutions receiving federal assistance to take affirmative action to provide equal employment opportunities and equal services to persons with disabilities. Section 503 also prohibits employment discrimination against individuals with disabilities.

Section 4212 of the Vietnam Era Veteran's Readjustment Act of 1974: prohibits federal contractors and subcontractors from discriminating in employment against protected veterans, and requires these employers to take affirmative action to recruit, hire, promote, and retain these veterans.