



Academic Hiring Manual

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CHAPTER 1: INTRODUCTION

1.1 Affirmative Action and Equity Opportunity in the Search Process

The University of Illinois at Chicago (UIC) recognizes that the diversity of its staff strengthens its operations to effectively respond to the variety of needs of the University and its faculty, staff, and students. The continued success of 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.

The search process is governed by several state, federal, and University regulations, which require the University to conduct fair and equitable searches and exercise aggressive recruitment programs, mentoring, and training that seeks to recruit and retain qualified individuals. This document seeks to reinforce policies, practices, and procedures that reflect best practices for the search process and ensures that hiring practices follow the required administrative, legal, and regulatory guidelines.

The Office for Access and Equity (OAE) is responsible for managing compliance with these guidelines 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.

When a search is 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 and affirmative action regulations require that the University conduct fair and equitable searches for open positions. This manual 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.

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 employment opportunities, regardless of race, color, religion, sex, national origin, disability, or status as a Vietnam-era or special disabled veteran.

Nondiscrimination Policy

The commitment of the University of Illinois at Chicago (UIC) to the most fundamental principles of academic freedom, equality of opportunity, and human dignity requires that decisions involving students and employees be based on individual merit and be free from discrimination.

"UIC will not engage in discrimination or harassment against any person because of race, color, religion, sex, national origin, ancestry, age, order of protection status, genetic information, marital status, disability, sexual orientation including gender identity, unfavorable discharge from the military or status as a protected veteran and will comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders and regulations. This nondiscrimination policy applies to admissions, employment, access to and treatment in the University's programs and activities."

Internet Applicant Recordkeeping Rule

Under the [Internet Applicant rule](#), the University and their subcontractors are required to solicit race, ethnicity, and gender data from all individuals who meet the definition of "Internet Applicant". An "Internet Applicant" is an individual who satisfies all four of the following criteria:

- The individual submitted an expression of interest in employment through the internet or related electronic data technologies
- The contractor considered the individual for employment in a particular position
- The individual's expression of interest indicated that the individual possesses the basic qualifications for the position and
- The individual, at no point in the contractor's selection process prior to receiving an offer of employment from the contractor, removed himself or herself from further consideration or otherwise indicated that he/she was no longer interested in the position.

Invitation to Self-ID

As a federal contractor, the University must offer each applicant the opportunity to self-identify as an individual with a disability under Section 503 at both the pre-offer and post-offer phases of the hiring process. Federal contractors must also extend the invitation to self-identify to all of their employees at five-year intervals thereafter. OAE will use this data on applicants and employees with disabilities to perform components in their Affirmative Action Plans (AAPs), such as the utilization analysis and the annual assessment of the effectiveness of the outreach and good faith efforts. As required by law, OAE keeps all information on self-identification confidential and separate from individual employees' medical or personnel files.

Equal Employment Opportunity Commission (EEOC) Uniform Employee Selection Guidelines

The EEOC has created regulations that set forth uniform guidelines for employers to select employees. The guidelines apply to all selection procedures used to make employment decisions, including written tests, interviews, review of experience or education from application forms, résumés, work samples, physical requirements, and evaluations of performance. Employment decisions include, but are not limited to, hiring, promotion, demotion, membership (e.g., a labor organization), referral, retention, and licensing and certification (to the extent that licensing and certification may be covered by Federal equal employment opportunity law). Selection decisions, such as selection for training or transfer, may also be considered employment decisions if they lead to any of the employment decisions listed above. These guidelines were designed to "provide a framework" for employers by setting forth the acceptable use of selection procedures. Under the guidelines, the University must create and retain for inspection by the EEOC information disclosing the impact of their selection procedures on a protected race, ethnicity, or sex category. A procedure used in the selection process that adversely impacts the members of any protected category is considered discriminatory.

Additional Legal Compliance

Affirmative Action and Equal Employment Opportunity are two major employment laws that exist to ensure fair treatment in all employment practices. There are a number of additional federal and state laws and regulations that are also applicable to ensure fair employment practices. These laws and regulations are cited in part below:

- TITLE II OF THE GENETIC INFORMATION NONDISCRIMINATION ACT (2008)
Prohibits discrimination against employees or applicants on the basis of genetic information.
- ILLINOIS EQUAL PAY ACT
Prohibits employers with four or more employees from paying unequal wages to men and women for doing the same or substantially similar work, except if the wage difference is based upon a seniority system, a merit system, a system measuring earnings by quantity or quality of production, or factors other than gender.
- TITLE VII (of the Civil Rights Act of 1964)
Prohibits discrimination on the basis of race, color, sex, national origin, and religion under any program or activity receiving federal financial assistance.
- ILLINOIS HUMAN RIGHTS ACT
Prohibits discrimination in Illinois with respect to employment, financial credit, public accommodations, housing and sexual harassment, as well as sexual harassment in education.
- EQUAL PAY ACT OF 1963
Prohibits discrimination in salaries – including almost all fringe benefits – on the basis of sex.

- AGE DISCRIMINATION ACT OF 1967 (as amended in 1978)
It is unlawful to discriminate against employees or job applicants because of age when they are between the ages of 40 and 70.
- AMERICANS WITH DISABILITIES ACT OF 1990
Prohibits employers from discriminating against applicants or employees with disabilities in regard to any employment practices or terms, conditions, and privileges of employment including application, testing, hiring, assignments, evaluation, disciplinary actions, training, promotion, medical examinations, layoff/recall, termination, compensation, leave or benefits.
- UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT
Protects service members from discrimination in the workplace based on their military service or affiliation.

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") and in violation of the University's Nondiscrimination Statement.

Diversity & Inclusion

The Academic Search Process assists the University in demonstrating its commitment to diversity in the recruitment and selection process. UIC is committed to pursuing excellence through the diversity of its students, faculty, and staff. The University 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: <https://oae.uic.edu/statement-of-reaffirmation/>.

1.2 Overview of Search Process

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. Please contact your HR representative for assistance with faculty or academic professional appointments less than 50% or if you are recruiting for a Civil Service position.

A list of appointments that do not require a search is in [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.

Applicant Tracking System

The University uses an electronic applicant tracking system called Cornerstone on Demand (CSOD). CSOD serves as a tool for managing postings and potential candidates for UIC. Vacancy requests will feed from the JDxpert (JDX) job description system.

CSOD is used to process Requisitions and serves as a Job Board for posting External and Internal position vacancies. Candidates can use it to apply for those vacancies by electronically submitting their required applicant documents. It also allows candidates to voluntarily disclose their race and gender information, veteran status, and whether or not the individual has a disability. The University is required as a federal contractor to solicit certain demographic data from applicants through the Equal Employment Opportunity form. This data is collected to assess the effectiveness of the University's affirmative action efforts and will not be used in employment decision-making. Please see here for [CSOD job aids](#).

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 careful reading and understanding of the complete manual.

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

1. Develop Search Committee (Completed by Hiring Officer or Delegate)
 - A) Select between 3-9 people to participate in the Search Committee
 - Developed with attention to diversity
 - Members must have attended training within the last three years
 - Hiring officer cannot participate in the search committee
 - B) Designate Search Committee Chair

C) Charge the Search Committee by reviewing the criteria for evaluating candidates, the search timeline, and the [University's Policy on Nondiscrimination](#)

2. Develop Job Description (Completed at the department level with **College** approval)

- A) Login to [JDXpert](#)
- B) Select Job Template in Add Job Wizard
- C) Assign Approvers in Workflow
- D) Enter Job Description (not required for faculty appointments)
- E) Enter the specific information based on the template selected
- F) Submit for Approval
- G) HR Compensation will grant final approval of the Job Description, which will initiate the feed to Cornerstone

3. Develop the Requisition and Job Posting (Completed at the department level with **OAE** approval)

- A) Login to [Cornerstone](#)
- B) Complete the [Requisition](#)
 - Minimum qualifications must be accurate and complete
 - Add Search Committee members as "Reviewers" and "Interviewers"
 - *Do not add the hiring manager*
 - Upload [recruitment plan](#) and external advertisements with [required statements](#)
 - Upload relevant attachments in the Attachment Section
 - Choose "User Approver" in the Approvals Section and add "OAE"
 - Review Job Ad tab to add your "Posting Close Date" to the *External* and *Internal* sites
 - ***Must post External searches for two (2) weeks***

The posting will appear on the External and Internal Career Sites after approval from OAE. Units must immediately distribute External postings. Internal postings do not require external distribution.

4. Evaluate candidates (Completed at the department level with **College** approval)

- A) [Candidate evaluation](#) criteria must be based on the job posting and relevance to the qualifications and skills required for the position
- B) Update each applicant's user status and disposition code accordingly

5. Interview Candidates (Completed by the Search Committee)

- A) Commence interviews after the posting interval has ended, or after the "For Fullest Consideration" date has passed
- B) Select semi-finalists candidates for interview
- C) Evaluate semi-finalists and make Finalists recommendation to the Hiring Officer

6. Select a Candidate (Completed by Hiring Officer or Delegate)

- A) Evaluate finalists' recommendations from the search committee
- B) Complete reference checks, and education and professional licensure credentialing
- C) Interview selected finalists

Collect interview notes and summarize/complete rubrics for each candidate after each round of

interviews.

7. Complete the Appointment Form (Completed at the department level with **College** approval)

A) Login to [FormBuilder](#)

B) Complete the [Appointment Form](#)

- Choose "Hire From Search" from the "Type of Appointment" menu
- Complete Semi-Finalists and Finalists justifications and summary statements: indicating the name, start date, and salary of the final hire and a brief statement to describe the selection process, and how the person(s) hired were better qualified for the position as compared to other finalists

May be entered as text directly on the form or uploaded as an attachment

- Upload proof of advertisement for all external sources (Do not upload copies of automatic postings (e.g., UIC Job Board, Illinois Diversity, LinkedIn, etc).)
- Upload [Good Faith Efforts](#) Summary or Spreadsheet
- Upload evaluation criteria and completed rubrics or summary of the evaluation process
- Upload interview questions and include a summary or rubric for each round of interviews
- Confirm that all candidate status disposition codes have been updated

Please note that verbal offers may be extended after approval of the appointment form from the Academic Search Coordinator if college procedures allow. A written offer (a signed offer letter addressed to the proposed appointee) cannot be issued until the appointment form is approved by the Office for Access and Equity, confirming that the search has been reviewed for fairness and compliance with equal employment opportunity and affirmative action regulations.

8. Close the Search (Completed at the department level)

A) Notify unsuccessful candidates that the position has been filled

B) 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 the University's Affirmative Action Plan (AAP) and the Faculty and Academic Professional search and appointment processes. OAE oversees and monitors the compliance aspects of academic appointments to promote diversity and address 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 affirms 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, 3) this search is in compliance with Executive Order 11246.

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 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. The Hiring Officer is responsible for Affirmative Action and attests to the unit's commitment to furthering the objectives of equal opportunity and affirmative action in hiring and promotion practices, even if they delegate the role. The hiring officer appoints the search committee and the search committee chair, and gives the written or verbal charge to the committee. A search support position may be assigned to the committee by the department or college. This position will perform administrative duties such as arranging committee meetings; collecting applications; processing applicant correspondence as directed by the committee chair; committee file recordkeeping.

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 for academic personnel transactions in the recruitment, selection, and appointment of individuals to new or vacant positions. An important role of the Academic Search Coordinator's responsibilities is to further the objectives of equal opportunity and affirmative action in hiring and promotion.

The ASC has a responsibility to:

- Participate at all stages in searches and hiring for faculty and academic professional positions. The ASC should be informed of all necessary information required to monitor recruitments and appointments for fairness and consistency
- Maintain 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 the department's/unit's current diversity status in relation to campus Affirmative Action Plan goals for hiring and retaining qualified females and members of underrepresented minority groups
- Be familiar 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 then be approved by the Office for Access and Equity and attend training. ASC approval ensures adherence to both unit and campus guidelines for appointment procedures and 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 Cornerstone 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 <https://oae.uic.edu/wp-content/uploads/sites/32/2017/07/Collection-of-Applicant-Interview-Scoring-Sheets-MMQ-Matrix.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 for 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 a **mandatory** workshop. 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 therewithin.

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 or odd number of members. Smaller search committees may be appropriate for searches with a limited number of available applicants but may be no fewer than three individuals. This can help eliminate the potential for a tie when it comes to final ranking of candidates. Search committees with ten or more members are typically formed for executive level positions.

2.7 Statement on Confidentiality

A conflict of interest may occur when someone has a competing personal or professional interest, such as the department or college HR contact/recruiter. The University relies on staff, search committee members and external parties to act in the best interests of the University in their role as a member of the search committee and activities related to human resources and recruitment.

While serving as a search committee member, you may have access to sensitive or confidential information via recruitment documents or during interviews. As such, this information is privileged and not for public disclosure. Modifying, destroying, or disclosing 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.

Search committee members who also serve as a reference for candidates under consideration must recuse themselves from the evaluation process. Alternatively, the candidate can be asked for an alternate contact.

HR contacts/recruiters who intend to apply for a position within their department/college may not be involved in the said search process. Where it is found that an HR contact/recruiter subsequently applies for a position where they were previously engaged in preparing the documentation, the process must pause. It may resume once the individual involvement is and a conflict management plan is created.

When an actual, perceived, or potential conflict arises, best practice dictates that individuals should disclose the conflict and recuse themselves from the search process. For more information, please see here: http://oae.uic.edu/wp-content/uploads/sites/32/2019/10/SC_EthicalStandards.pdf. OAE must be notified of all conflicts; however, conflict management plans do not require approval and can be managed at the department or college level.

CHAPTER 3: THE SEARCH PROCESS

3.1 Initiating a Search

The campus uses an electronic employment system called Cornerstone for the academic search process. Cornerstone allows for the centralization of information related to employment transactions. For additional information, please see: <https://hr.uic.edu/hr-staff-managers/hr-systems/Cornerstone/>

For Cornerstone 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. Documents relevant to the search must be uploaded into Cornerstone; such documents include the justification for an internal search, external job posting/advertisement, and recruitment plan. Additionally, all application materials requested by the hiring unit must be uploaded into Cornerstone. Such documents may include a CV/Resume, a cover letter, and 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. Any preferred/desired qualifications are listed with minimum qualifications. Job descriptions are not required for faculty positions, but highly recommended.
- **Position Requisition:** The Requisition is utilized to launch the actual search process. OAE approval is required.
- **External Job Posting/Advertisement:** The unit may have a word or PDF document containing the external ad and recruitment plan, which should be uploaded into Cornerstone before the requisition 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 Cornerstone before the requisition is submitted to OAE.

When OAE receives the requisition 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. Positions can be posted a maximum of 90 days at a time.
- Any preferred/desired qualifications are listed match job description.
- 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 Equal Opportunity Employer, Background Check and Prior Sexual Misconduct statements.
- *Assessment of underrepresentation within the unit.
- A diverse search committee has been appointed.
- Search committee has completed the required training.

*When reviewing the position notice OAE 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 and the department will need to complete the [recruitment plan form](#). The 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 Cornerstone file for the given position.

Errors or omissions identified during OAE's review will result in the rejection of the requisition. The reason(s) for rejection is sent via email to the requisition owner. The requisition owner 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 requisition and resubmit for OAE review.

Once OAE approves the requisition the job will automatically be posted to the UIC Job Board, LinkedIn, Indeed.com 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 "Appointment Form" 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 (full) 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 to the Appointment Form for all external recruitment resources that are listed in the requisition; 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, Background Check (Section 3.4), Prior Sexual Misconducts statements must be on all external advertisements. See here for examples: <https://oae.uic.edu/wp-content/uploads/sites/32/2017/07/Equal-Opportunity-Statements.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. An applicant is an individual who has submitted the required documents for consideration by uploading the information into Cornerstone. 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, may be contacted for the missing information.

Individuals are permitted to apply after this date but may not receive full consideration. The "for fullest consideration" date is the date a job seeker must apply to 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 requisition. Units that choose to use a for fullest consideration date may interview candidates and simultaneously consider new applicants in the event the current pool lacks sufficient qualified candidates. The posting close date is when the search is closed and applications are no longer accepted. The job posting is also removed from the UIC Job Board as of this date.

The unit must conduct an initial screening to identify the applicants who meet the minimum qualifications for the position. The screening process cannot be arbitrary or give the appearance of such to ensure fairness of the search. Disagreements within the committee and challenges from unsuccessful applicants can raise questions about how the committee reached its decision. Thus, the screening process must be documented. The use of written evaluation criteria will aid in this documentation and provide a consistent basis for eliminating or advancing a candidate to the next level of the search process.

Once the unit has identified those applicants who meet the minimum qualifications, they need to update the user statuses to "meets minimum qualifications." For applicants who do not meet the

minimum qualifications, their user status must be changed to "closed/dispositioned" and select "does not meet minimum qualifications."

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 and sells themselves as the best-qualified candidate for the job. At the same time, the interviewer evaluates the candidate's qualifications, experience, and abilities to determine if they are qualified for the role.

Responsibility for compliance with employment-related laws and regulations rests with the interviewing organization. Make sure the interview is centered upon assessing qualifications to perform the job requirements effectively. Bias and stereotypes 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: <https://www.eeoc.gov/pre-employment-inquiries-and-disability>.

Search committees must ensure that applicants are treated fairly throughout the screening process. Specifically this means that candidates at the same stage of the search process will have received the same treatment as all other applicants at that same stage. Further, committees must be conscientious of any action which gives, or appears to give, one candidate an unreasonable or unfair advantage over another.

The most important thing to consider in determining finalist interview schedules is that all candidates must be treated equally. If one candidate is interviewed by telephone, all candidates must be interviewed by telephone. If one candidate is brought to campus for an interview, all other candidates must be interviewed on campus. If one candidate lectures on his or her research, all other candidates must be given the opportunity to present their research.

Each finalist visit should also be as much like another's as possible in regard to time for interviews, social time, free time, meals, and meetings with the committee. This helps ensure fairness and guarantees that committee members evaluate candidates based on same - similar experiences.

To ensure fairness and objectivity when there are internal applicants in a search pool, search committee members should maintain absolute confidentiality regarding committee deliberations and never discuss their personal feelings about any applicants, particularly internal applicants, at committee meetings.

Further, the names of internal applicants, their status in the search, or their strengths and weaknesses should never be discussed with anyone outside the committee except the hiring Officer and OAE. Internal candidates should not be given a "courtesy interview" simply by being an internal candidate. Only those candidates who are qualified and potentially likely to fill the position should be moved

through the search process. Internal candidates do not get preferences by being internal; the internal candidate needs to be as qualified as the external applicants for consideration for the position(s).

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

Documentation of Search Process

At every decision point in the search process, committees must maintain accurate records of the specific, job-related reasons why they did or did not advance an applicant for further consideration. As the screening process continues, the rationale for each decision will necessarily become more detailed. In essence, when OAE receives the file for audit purposes, OAE should be able to reconstruct the search process by the documentation in the file.

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_eeo@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 Cornerstone. Indicate the reason for the extension, the period of time needed (minimum of one-week required, maximum of 90 days) for the extension and provide additional recruitment efforts that the unit and/or search committee will make. This information should be provided in the "Notes" field in Cornerstone. 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. You are not required to re-post externally when extending a search. However, 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 Cornerstone. 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 hire and start a new search; in this case the current candidate pool will not be used.

Note: Units can recertify and/or request a search extension up to a maximum of 3 times at which but for no more than 12 total months. If at any time, there is no interest in the current candidate pool a new search workflow must be created.

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: <https://oeo.uic.edu/ah/academic-hiring-process/search-process-checklist/search->

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.

Before extending an offer, the department must complete the [Appointment Form](#) via UIC Formbuilder. The form will allow departments to document the following search processes:

- Recruitment
 - Explanation of recruitment and outreach efforts to attract a diverse candidate pool, address underutilization, and increase campus diversity
 - Statement regarding the Diversity of the Applicant Pool Report and the effectiveness of good faith efforts, recruitment, and outreach
- Candidate Evaluation
 - Explanation of written evaluation criteria and selection process used for each phase of candidate review (e.g., initial screening, interview, finalist, hire).
 - Must be based on the position description and developed before beginning the review of candidates
- Interviews (on-site or virtual)
 - Interview dates, times, and format should be documented
 - Interview questions must be uploaded for compliance with federal regulations
- Finalist Selection
 - Explanation of why the proposed candidates were selected over other applicants. Must be based on experiences, skills, qualifications, interview performance, and references
 - Statement regarding the reason for non-selection for all other candidates not being interviewed
- Final Candidate Selection
 - Explanation of why the department selected the proposed hire over other finalists. Must be based on experiences, skills, qualifications, interview performance, and references
 - Statement regarding the reason for non-selection for all other finalists not being offered a position

The Academic Search Coordinator for the college reviews the search process as reflected in the candidate selection justification for consistency with OAE search guidelines and campus policies to verify the use of appropriate search measures for engaging in a nondiscriminatory search process. The review should include the following:

- Confirm the candidate's qualifications, title, and salary
 - Qualifications and titles must be consistent with the position announcement

The salary range and percent time must be consistent with the requisition form

- Confirm that all candidate status disposition codes have been updated

- Appropriate applicant status codes must be assigned based on the evaluation criteria used for candidate selection
- Confirm that the required documents are attached to the transaction and accurately reflect the search process
- Copies of Advertisements
 - Copies are not required for automatic posting sites (e.g., UIC Job Board, Illinois Diversity, LinkedIn, etc.)
- Completed Good Faith Efforts Spreadsheet
- Applicant Screening/Evaluation Criteria
- Interview Questions/Criteria
 - If there was more than one round of interviews, please attach the questions/criteria used during each round

Please note that verbal offers may be extended after approval of the Appointment Form from the Academic Search Coordinator if the college procedures support the issuance of verbal Offers. A formal written offer (a signed offer letter addressed to the proposed appointee) **cannot be issued until the Appointment form is approved by the Office for Access and Equity**, confirming that the search has been reviewed for fairness and compliance with equal employment opportunity and affirmative action regulations.

The hiring unit will upload the approved appointment form into the HR Front End system for appointment processing. The HR Front-End transaction must include the requisition number.

When OAE receives the Appointment Form, a review of the following is conducted:

- All applicants have been properly dispositioned
- 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 Appointment Form. OAE will email the requisition owner stating the reason(s) for rejection. The requisition owner will be responsible for following up with the originating unit regarding the corrections.

Before the offer is extended, the hiring officer must conduct reference checks and verify academic credentials and professional licensure. Reference check questions should be developed to confirm the information provided on the resume and application materials, assess the candidate's knowledge, skills, abilities, and performance, and 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 email, telephone, or

fax. Reference check documentation must be kept confidential and must be maintained with the search file. 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.

It is illegal for an employer to give a negative or misleading employment reference (or refuse to give a reference) because of race, color, national origin, sex, religion, age, sexual orientation, gender identity, Veteran, or disability status. As you check the references of applicants, you must be sure that any negative reference you receive is free from discriminatory bias. It is also critical to get enough references to account for bias from a single reference, as a small number of references can give disproportionate weight to biased or even discriminatory feedback.

Additional information can be found here: [UI System Reference Check](#).

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 Cornerstone 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 approvals via the Position Authorization form.

If the selected candidate declines the offer, the department can extend an additional offer to the next ranked candidate. If the department does not have any ranked candidates, the department can extend interviews to other candidates in the pool that meet the minimum requirements. Each candidate pool is valid for 12 months from the approval of the MMQ list. If the department does not want to move forward with the remaining candidates, this would be considered a failed search. The position cannot be recertified and reposted. The department must start the process over and create a new workflow in Cornerstone.

After the proposed appointee accepts the offer, the Search Coordinator or HR Contact should communicate to the remaining candidates that a hire has been made and the search has concluded. This notification may be done through the email function within Cornerstone.

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 that report to a Dean or higher
 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 Bridge To Faculty
 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 (Contact OAE for Group Waivers)
 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 nondiscrimination.*

4.2 Search Waiver and Appointment Change Process

To request a waiver, please complete the following:

The hiring unit will upload the approved appointment form into the HR Front End system for appointment processing. The HR Front-End transaction must include the requisition number.

After the proposed appointee accepts the offer, the Search Coordinator or HR Contact should communicate to the remaining candidates that a hire has been made and the search has concluded. This notification may be done through the email function within Cornerstone.

- 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 or Faculty Affairs for faculty administrative 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 note, 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. Please complete the [request form](#) and send it to oae_eeo@uic.edu. Please be sure you have the following in your request:

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

B. Interim Appointments (including Retire/Rehire)

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 do not require OAE and should be for a limited period of time. The unit should inform the temporary replacement that they have a right to return to their 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
- Interim/Acting Appointments include Retire/Rehire
- 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://hr.uic.edu/hr-staff-managers/hiring/>
2. Getting Started with Cornerstone: <https://hr.uic.edu/hr-staff-managers/hr-systems/Cornerstone/>
3. Recruitment Resources: <http://oae.uic.edu/AH/RecruitmentResources.htm>
4. Under-Represented Faculty Recruitment Program (UFRP): <http://oaadocs.uic.edu/103-UFRP.pdf>
5. Bridge To Faculty: <https://diversity.uic.edu/faculty/bridge-to-faculty/>
6. Prohibited Practices – Pre-employment Inquiries: <https://www.eeoc.gov/pre-employment-inquiries-and-disability>
7. OAE Training Opportunities: <https://oae.uic.edu/educationandtrainings/>
8. Search Toolkit: <https://oae.uic.edu/ah/academic-hiring-process/search-resources/>
9. Quick Guide to Hiring For International Faculty, Staff, and Scholars: https://www.ois.uic.edu/cms/One.aspx?portalId=1581&pageId=189732#quick_guide
10. Life-Friendly Policies: <https://faculty.uic.edu/workplaceflexibility/>

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.