



# **Guidelines and Procedures for Academic Appointments**

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## **INTRODUCTION**

This document is designed to serve as a guide and resource for the campus. Its goal is to ensure that the process by which individuals receive appointments (employment opportunities) for positions classified as “Academic” (as opposed to Civil Service) within job groups contained in the affirmative action plan at the University of Illinois at Urbana-Champaign is fair, balanced, and transparent. 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 establish 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.

## **GUIDING PRINCIPLES AND COMPLIANCE OBJECTIVES IN MAKING ACADEMIC APPOINTMENTS**

The Guidelines and Procedures for Academic Appointments Manual are integral to the University’s commitment to Equal Employment Opportunity and Affirmative Action; its fulfillment of general compliance requirements; and its strategic goal of a more diverse population. Posting notices of position vacancies; establishing policies and procedures that ensure equal employment opportunity; and undertaking deliberate steps that increase the likelihood of a diverse applicant pool are part of the university’s obligations to take affirmative steps to address underrepresentation of protected classes in the workplace.

### **Equal Employment Opportunity**

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 because of race, color, religion, sex, pregnancy, disability, national origin, citizenship status, ancestry, age, order of protection status, genetic information, marital status, sexual orientation including gender identity, arrest record status, unfavorable discharge from the military, or status as a protected veteran and to comply with all federal and state nondiscrimination, equal opportunity, and affirmative action laws, orders, and regulations. To review the Nondiscrimination policy in its entirety, please click [here](#). 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.

### **Affirmative Action**

The Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) enforces Executive Order 11246, as amended; Chapter 503 of the Rehabilitation Act of 1973, as amended; and the affirmative action provisions (Section 4212) of the Vietnam Era Veterans' Readjustment Assistance Act, as amended. Taken together, these laws ban discrimination and require the university and its subcontractors to take affirmative action to ensure that all individuals have an equal opportunity for employment, without regard to

race, color, religion, sex, national origin, disability or status as a Vietnam era or special disabled veteran.

Affirmative Action requires additional proactive measures in order to ensure that specifically identified, traditionally underrepresented groups known as “designated classes” are aware of employment opportunities and actively encouraged to pursue them. Designated classes refers to women, racial and ethnic minorities, persons with disabilities (as defined in Section 503 and 504 of the Rehabilitation Act of 1973), and U.S. military veterans (as defined by Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, hereafter “VERVAA”). An affirmative action program is a management tool that reflects the University’s commitment to compliance with all Federal non-discrimination, equal employment opportunity, and affirmative action laws, orders, and regulations.

VEVRAA and its implementing regulations found at 41 CFR Parts 60-250 and 60-300 require that the university publicly post most employment openings unless it is a position that will be filled internally or the position lasts three days or less. The University’s Affirmative Action Program requires that searches conducted to fill academic positions, which include faculty (i.e., tenured and tenure-track), specialized faculty, and academic professional positions, are fair and equitable. A search is deemed fair when it is designed to generate the most diverse pool of available qualified applicants. The Affirmative Action Program also requires that other means of appointment (search waivers, appointment changes, and other search-exempt practices) are fair and equitable, and consistent with the principles of affirmative action and equal employment opportunity. All employees are responsible for promoting equal employment opportunity and for implementing good faith efforts to achieve the University’s affirmative action goals. The University is required to continually evaluate its workforce and assess its progress in the employment of minorities, women, and other designated classes.

In addition, under regulations found at 41 CFR 60-300.42, the university is required to invite applicants to inform us whether the applicant believes that he or she may be covered by the Act and wishes to benefit under the affirmative action program. The categories of protected veterans are defined below:

- (1) **Disabled veterans;**
- (2) **Active Duty Wartime or Campaign Badge Veteran** (veterans who served on active duty in the U.S. military during a war or in a campaign or expedition for which a campaign badge is awarded);
- (3) **Armed Forces service medal veterans** (veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985); and
- (4) **Recently separated veterans** (veterans within 36 months from discharge or release from active duty)

**A violation of affirmative action regulations can lead to the cancellation, termination, or suspension (in whole or in part) of federal contracts, and the university may be debarred, i.e., declared ineligible for government contracts.**

### **Internet Applicant Recordkeeping Rule**

The Internet Applicant rule, also enforced by the OFCCP, addresses recordkeeping by the university and subcontractors concerning the use of the internet in the hiring process and the required solicitation of race, gender, and ethnicity of job applicants. The recordkeeping requirements of the rule (amending 41 CFR 60-1.12) provide data that OFCCP uses to enhance its enforcement of the nondiscrimination laws.

### **Equal Employment Opportunity Commission (EEOC) Uniform Employee Selection Guidelines**

The Uniform Employee Selection Guidelines address the requirements of Federal law prohibiting employment practices which discriminate on the grounds of race, color, religion, sex, and national origin. These guidelines apply to selection procedures which are used as a basis for making employment decisions, such as the qualifications and requirements for employment as listed in position announcements. The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group is considered to be discriminatory and inconsistent with those guidelines. Position announcements must be written to focus on the core elements for job performance, minimizing the likelihood of potential bias and adverse impact on underrepresented candidates during the candidate review process.

### **Diversity and Inclusivity**

The University is committed to pursuing excellence through the diversity of its students, faculty, and staff. The University values an educational environment that is dynamic and embraces diversity. Inclusive Illinois ([www.inclusiveillinois.illinois.edu](http://www.inclusiveillinois.illinois.edu)) is the university's commitment to diversity and inclusivity. The Academic Search Process assists the University in demonstrating its commitment to diversity in the recruitment and selection process.

Additionally, under regulations found at 41 CFR 60-741.42, the university must, after making an offer of employment to a job applicant and before the applicant begins his or her employment duties, invite the applicant to inform the contractor whether the applicant believes that he or she may be covered by the act and wishes to benefit under the affirmative action program. The contractor may invite self-identification prior to making a job offer only when:

- (1) The invitation is made when the contractor actually is undertaking affirmative action for individuals with disabilities at the pre-offer stage; or
- (2) The invitation is made pursuant to a Federal, state or local law requiring affirmative action for individuals with disabilities.

## Search Process Checklist

This checklist briefly summarizes the major steps involved in the academic search process. It is designed as an aid to the Guidelines and Procedures for Academic Appointments and the Campus Administrative Manual, and does not substitute for a careful reading and understanding of the entire manual.

The campus 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” for HireTouch (i.e. instructions for usage) are contained in separate documents located within the system and on our office’s website:

<http://diversity.illinois.edu/>.

HireTouch is used to process Hiring Request (HRF) forms, Principal Administrative Position Exemption (PAPE) forms, Search forms, Finalist Notification forms, Summary forms, Appointment Change forms, Search Waiver forms, and Academic Hourly Appointment forms (See Appendix C). The system also serves as a Job Board for posting position vacancies. It is used by candidates to apply for those vacancies by electronically submitting their required applicant documents. It also allows candidates to voluntarily disclose the race and gender information, veteran status, and whether or not the individual has a disability, which the university is required as a Federal contractor to solicit from applicants through the Equal Employment Opportunity form. This data is collected to assess the effectiveness of the university’s affirmative action efforts.

### 1. Complete Hiring Request Form (HRF)

- Prepare and submit to Academic Human Resources for approval through HireTouch
- The HRF for searches with multiple hires must show authorization for all hires. This multiple-hire authorization can be shown on the initial form or additional forms must be submitted indicating authorization for the additional hires.

### 2. Complete PAPE/Job Description

(Compliance Objective: Uniform Employee Selection Guidelines)

- Upload a PAPE less than 3 years old, or complete the “PAPE” workflow within HireTouch for Academic Professional positions only
- Create Job Description for Faculty and Specialized Faculty positions (PAPE is not required)

### 3. Complete Search Form

#### A Position Announcement from the PAPE/Job Description

(Compliance Objective: Uniform Employee Selection Guidelines)

- Create the position announcement with the 11 required elements (see Chapter 3.3 of the manual) based on PAPE/Job Description

#### B Search Committee

(Compliance Objectives: Ensuring EEO, Affirmative Action good faith effort)

- Whenever possible, create a search committee that is diverse by race and gender
- Select a chair for the search committee that is not the person who will be making the ultimate hiring decision, so the search committee can serve in an advisory role

- Select a Diversity Advocate who can attend search committee meetings
  - C **Search Plan and Recruitment Sources**  
(Compliance Objectives: Ensuring EEO, Affirmative Action good faith effort)
    - Consult with the Diversity Advocate regarding recruitment sources/strategies
  - D **Route for approvals**
  - E **Advertising**  
(Compliance Objective: Affirmative Action good faith effort, VEVRAA)
    - Begin advertising after receipt of Search approval from ODEA
    - Save copies of all advertisements and upload in HireTouch through the Activity Tab
  - F **Search Committee Preparation**  
(Compliance Objectives: Ensuring EEO, Affirmative Action good faith effort)
    - Review Search Process Overview for Search Committee Members and Diversity Advocates Presentation prior to review of any candidate submissions
      - University Policy on Non-Discrimination and Search Guidelines
    - Complete Diversity.edu online program
4. **Conduct First Search Committee meeting**  
(Compliance Objectives: Ensuring EEO, Affirmative Action good faith effort)
    - Introduction of Diversity Advocate
    - Committee charge by the hiring official
  5. **Develop Evaluation Criteria**  
(Compliance Objectives: Ensuring EEO, Uniform Employee Selection Guidelines, Internet Applicant Rule)
    - Search committee chair develops criteria for evaluating candidates' submitted materials
    - Upload evaluation criteria into HireTouch
  6. **Review the Diversity of Pool Report (Sent when position is removed from job board)**  
(Compliance Objectives: Ensuring EEO, Affirmative Action good faith effort)
    - Diversity Advocate, EEO, and Search Chair review diversity of the pool report provided by ODEA at the close date
  7. **Evaluate Candidates**  
(Compliance Objectives: Ensuring EEO, Affirmative Action good faith efforts, Internet Applicant Rule, Uniform Employee Selection Guidelines)
    - Review applicant material with written evaluation criteria
    - Determine candidates for initial phone screening interviews and/or on-campus finalist interviews
  8. **Conduct Phone or other Initial Screening Interviews (optional)**
  9. **Complete Finalist Notification Form**  
(Compliance Objectives: Affirmative Action good faith efforts, Internet Applicant Rule, Uniform Employee Selection Guidelines)
    - Assign applicant status codes in HireTouch

- Attach a copy of the following:
  - i. Evaluation criteria and/or candidate worksheets
  - ii. Copies of all advertisements and postings (screenshots, printouts, etc)
  - iii. Interview questions (both phone and in-person, if applicable)
- Review Diversity of Applicant Pool compared to Diversity of Finalist Pool Report sent from ODEA (sent after Finalist Notification Form is approved)

## **10. Conduct On-Campus Interviews and Check References**

### **11. Complete Summary Form for Proposed Academic Appointment.**

(Compliance Objectives: Ensuring EEO, Internet Applicant Rule, Uniform Employee Selection Guidelines)

- Form includes a written justification explaining the process for evaluating candidates and selecting finalists
- Route for approvals
- Extend informal verbal offer or written offer after EEO/College approval and Provost second level review as necessary
- After receiving written acceptance, attach a copy of the offer letter and acceptance under the “Activity” tab in HireTouch
- Approve the summary form on the “Search Contact” level to route the form to the Office of Diversity, Equity, and Access for final approval

### **12. Closing the Search**

- Inform other candidates of their status
- ODEA approval is required before the start date of the appointee
- Process hire through Front End (include Search/Appointment Change/Waiver number)



## **CHAPTER 1: APPLICABLE APPOINTMENTS**

### **Chapter Overview**

- Vacancy types that require the conduct of a search
- Appointments eligible for a search waiver
- Appointments eligible for appointment change without a search
- Appointments exempt from the search process

### **1.1 Appointments Requiring a Search**

Every effort should be made to advertise, post, and evaluate applicants for vacant positions. Additionally, promotional opportunities should generally be filled through a competitive process. Search procedures have been developed in order to ensure an open and competitive process to fill position vacancies. Filling vacancies through the search process assures that the University maintains compliance with Federal and state affirmative action legislation in addition to offering assurance that units are hiring the most qualified candidates. However, a limited number of appointments may be made without going through standard search procedures.

The requirement to conduct an academic search, in the absence of extraordinary circumstances, applies to all of the following appointments:

#### **A. Senior Faculty Administrative positions with the following titles:**

- Dean
- Head
- Director of School

#### **B. Regular Faculty positions:**

- Professor
- Associate Professor
- Assistant Professor

#### **C. Specialized Faculty Positions (Research, Teaching, and Clinical):**

- Instructor or Senior Instructor
- Lecturer or Senior Lecturer
- Visiting and Adjunct Positions (including Visiting or Adjunct Assistant Professor, Associate Professor, and Professor positions)
- Please note: Teaching/Research Associates titles require a search, but please consult Academic Human Resources to make sure the title is appropriate before proceeding.

#### **D. Academic Professional positions (without faculty appointments):**

- Regular
- Visiting

## **1.2 Appointments Eligible for a Search Waiver or Direct Appointment**

Certain positions are eligible for search waiver requests due to (a) the existence of statutory or other policy guidelines governing the appointment or search process; (b) the unique talents and skills required for the position; or (c) urgent departmental/unit teaching needs that cannot be addressed through the normal search process (i.e., increased class enrollment at the beginning of a semester requiring an immediate teaching appointment). Search waivers should be used for appointing individuals to positions within jobs groups in the academic Affirmative Action Plan. Individuals may be external to the University or may be employed in an exempt position, as defined in Chapter 1.3. Any request for a search waiver should include documentation of how the individual for whom the waiver is sought was identified. The search waiver request should be submitted in accordance with Chapter 5.2.

**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.

### **A. Appointments eligible for Search Waivers or Appointment Changes based on statutory and campus policy objectives**

#### **1. Senior Faculty Administrative Positions with the following title:**

- Department Chairs:

**Note:** According to the University of Illinois Statutes, department chairs are appointed annually upon the recommendation of the Chancellor after consultation with the dean and with the executive committee of the department concerned. These requests will automatically be approved by ODEA.

#### **2. Appointments included in Provost's Communication No. 4, "Special Recruitments in Support of Institutional Priorities."**

- TOP, Excellence, Dual Career appointments

**Note:** Compliance with Provost's Communication No. 4 requirements serves as a search waiver and satisfies ODEA requirements. No additional ODEA HireTouch paperwork is required.

### **B. Appointments Eligible for a Search Waiver or direct appointment based on urgent departmental/unit needs that cannot be addressed through the normal search process (i.e., increased class enrollment at the beginning of a semester requiring an immediate teaching appointment).**

#### **1. Academic Hourly Positions**

- Academic Hourly appointments are submitted for approval via the Academic Hourly Appointment Form.

**2. Temporary Specialized Faculty positions:**

- Temporary specialized faculty positions (visiting or adjunct)( at the ranks of Professor, Associate, and Assistant Professor, as well as temporary (visiting) specialized faculty positions such as lecturers and instructors

**Note:** These positions should generally be filled through an open and competitive process. When, however, urgent and unforeseen circumstances arise requiring the immediate filling of a vacancy to further the campus' mission and objectives, a waiver may be requested. The waiver should generally be for a limited time (i.e., one semester) to address the immediate need. Please see Provost Communication 25 for additional information.

**C. Appointments Eligible for a Search Waiver or Appointment Change based on the unique talents, skills, and experience required for the position**

**1. Senior Faculty Administrative Positions with the following titles:**

- Associate Dean and Assistant Dean
- Associate Head or Assistant Head

**Note:** For senior faculty administrative positions, good faith efforts should include notifying all tenured faculty of the position opening and encouraging those interested to contact the appropriate individual. See Chapter 3.6 for additional guidelines on these positions. For appointment of a current faculty member to any of the titles above, please complete the Faculty Appointment Change form.

**2. Special circumstances at the discretion of the Office of Diversity, Equity, and Access**

## **1.3 Promotions and Title Changes**

### **A. Faculty Promotions**

- Faculty Promotions involving tenure-track (Assistant to Associate) and tenured (Associate to Full) positions are exempt from the search requirement.

### **B. Faculty and Specialized Faculty Appointment Changes**

- Appointment changes may be appropriate to promote specialized faculty (e.g. Lecturer to Senior Lecturer or Teaching Assistant Professor to Teaching Associate Professor) Please see Provost Communication 25 for additional information.

**Note:** Title changes involving specialized faculty titles (regular or temporary) to a tenure-track position are not exempt from the search requirement.

### **C. Academic Professional Appointment Changes (Promotions and Title Changes)**

Appointment changes may be appropriate for changes in the status or title for academic professionals in the following circumstances:

- Promotions of academic professionals when consistent with the principles of equal employment opportunity and affirmative action
- Retention agreements in response to offers
- The reassignment of an academic professional to another position with similar duties and similar rates of pay within the University
- The transfer of an academic professional position, the incumbent, and the related salary from one unit to another if the heads of both units agree to such a transfer
- Other situations as determined by the Office of Diversity, Equity, and Access

Appointment changes should be requested in accordance with Chapter 5.2.

[More information regarding Appointment Changes for Academic Professionals](#)

## 1.4 Exempt Positions

Exempt positions are those positions which do not require the conduct of a competitive search in accordance with these Guidelines and Procedures for Academic Appointments. The exemption, however, does not preclude units from filling a vacancy through an open and competitive process, at the unit's discretion.

**A. The following new hires and new appointments are exempt from the mandatory search requirement:**

- Faculty positions with “Emeritus” in the title
- Postdoctoral Research Associates and Visiting Scholars
- 0% non-visiting (regular) appointments with or without an administrative increment; provided, however, the position is not a senior faculty administrative position, as defined in Chapter 1.1
- Vacated administrative positions to be filled on a temporary basis with “Acting,” or “Interim” in the title

**Note:** See section [3.7 for guidelines for interim appointments](#)

**B. Some reappointments may be exempt from the search process – consult the Office of Diversity, Equity, and Access for clarification**

## CHAPTER 2: KEY ROLES

### Chapter Overview

- Roles in the Search Process
- International Searches
- Conflicts of Interest

### 2.1 Summary of Key Roles

The Academic Search Process involves several key roles that support affirmative action, equal employment opportunity, and diversity initiatives:

- The **Office of Diversity, Equity, and Access** is charged with overseeing and monitoring the compliance aspects of academic appointments and for promoting diversity of faculty and staff at Illinois.
- The **Office of the Provost** has Provost Communications that address the academic search process. For example, Provost Communication No. 3 governs the appointment process and communicates those instances when prior approval is required from the Provost before a college or administrative unit may extend an offer of appointment. Provost Communication No. 4 addresses special recruitment initiatives related to diversity and excellence.
- The **Office of Academic Human Resources (AHR)** is responsible for supporting campus units with the hiring process, including processing the Hiring Request Form; ensuring that Academic Professional positions meet the exemption requirements of the State Civil Service System through the Principal Administrative Position Exemptions (PAPE) form; and processing employee payroll information for hires, promotions, and terminations.
- The **College or Administrative Unit Executive Officer** authorizes the filling of vacancies and has ultimate authority and responsibility for initiating all hires, promotions, and terminations within that college or unit. The College or Unit Executive Officer is also responsible for demonstrating and communicating the unit's expectations for compliance with the Affirmative Action Program, as well as for promoting and supporting the unit's diversity initiatives. They appoint the Equal Employment Opportunity Officer.
- The **Department Executive Officer** is often delegated the responsibility for oversight of searches to fill vacant positions by the College or Administrative Unit Executive Officer. Departmental Executive Officers, in turn, may further delegate that oversight responsibility to the direct report for the position. The direct report should be the individual to whom the successful candidate will report once hired, and to whom the search committee forwards its recommendation for hire. This oversight may entail determining the composition of the search committee, providing guidance in terms of the criteria used to determine qualifications the successful candidate should possess, and interviewing candidates. Whenever possible, however, the direct report should not be a member of the search committee to avoid unintended undue influence on the search committee so that the advisory nature of the search committee can be maintained.

- The **Equal Employment Opportunity Officer (EEOO)** is at the college/administrative unit level and is charged with oversight responsibilities and ensuring the consistent implementation of the University's Affirmative Action Program and the unit's diversity initiatives for faculty and staff across the college/administrative unit. The EEOO serves as chair of the Equal Employment Opportunity Committee. EEOO and Vice Chair should facilitate college/unit level conversations with executive/administrative committees and meetings composed of directors/department heads about diversity.
- The **EEO Vice Chair/Assistant** to the EEOO plays a critical role in support of the search process. Such individual should be a senior administrator with significant human resource and search expertise. The individual will assist the EEOO with any of the responsibilities listed for the EEOO.
- The **Diversity Advocate** is an individual designated on the search form by the department executive officer a time the search is initiated. The individual should be committed to being an advocate for diversity as a core component of diversity in the search process. For tenure and tenure-track faculty searches, the Diversity Advocate must be a tenured faculty member. For academic professional positions, the Diversity Advocate must be a member of the search committee or be available to attend all committee meetings.
- The **Search Chair** is appointed to lead and direct the search process.
- The **Search Coordinator** provides assistance to the search chair during the search process by processing forms, coordinating meetings, and assisting with human resource transactions.
- **Search committee members** assist the search chair in the search process by reviewing candidates.

## 2.2 Role of the Office of Diversity, Equity, and Access

The Office of Diversity, Equity, and Access is responsible for all facets of the University's Affirmative Action Program (AAP) and is, therefore, involved in search and appointment processes. The Office of Diversity, Equity, and Access also creates affirmative action reports which contain the annual placement goals for women and historically underrepresented minorities in job groups where underutilization is identified. Underutilization of minorities and women exists in a job group when the actual number of employees is less than the number that would reasonably be expected based on their availability in the workforce. There is also a 7% workforce utilization goal for individuals with disabilities and a 6.7% hiring benchmark for protected veterans. The Office of Diversity, Equity, and Access seeks to ensure that units become aware that their recruitment efforts in the search process should, whenever feasible, be geared towards addressing underutilization and increasing the diversity of the campus. Any inquiries related to the search process should be forwarded to [diversity@illinois.edu](mailto:diversity@illinois.edu).

### A. Opening the Search – Search Form

The Office of Diversity, Equity, and Access issues final approval of the search plan as presented in search documents before the position can be posted and advertised (see Chapter 3).

### **B. Recruitment Assessment – Diversity of the Pool Report**

The Office of Diversity, Equity, and Access provides a diversity of the applicant pool report by race, gender, disability, and veteran status to the Diversity Advocate, the Equal Employment Opportunity Officer, and the search chair.

### **C. Finalist Review – Finalist Notification Form**

The Office of Diversity, Equity, and Access reviews the Finalist Notification Form to compare the diversity of the finalist pool to the applicant pool. The diversity of the finalist pool is sent to the Diversity Advocate, EEO Officer, and search chair.

### **D. EEO Compliance Check and Closing the Search – Summary Form**

The Office of Diversity, Equity, and Access reviews the summary form and verifies acceptance of the offer by the proposed appointee. The Office of Diversity, Equity, and Access closes the search as the final approver for the Summary Form. On the form, the process for evaluating candidates and selecting finalists is discussed, as well as diversity and affirmative action good faith efforts.

## **2.3 Role of the Office of the Provost**

Provost Communications describe the policies and procedures of the Provost Office related to the academic search process. (See <http://www.provost.illinois.edu/communication/appointments.html>)

### **A. Initiating Appointment Processes**

The creation and/or use of new administrative positions with the title of: 1) Director; 2) Assistants to heads, deans, or directors; or 3) Assistant and Associate deans and directors require approval by the Provost prior to the initiation of any appointment process for that position. Consult Academic Human Resources for information related to Hiring Request Form approval by the Office of the Provost.

### **B. Second Level Review**

All regular academic appointments (those that are not designated as “visiting”, “acting,” or “interim”) regardless of the appointment percentage time “require prior approval at two administrative levels, including the level from which the appointment is proposed” (See Provost Communication No. 3, I. C.). Teaching assistants and research assistants are exempted, but teaching associates are not. Specialized faculty require two-level review for the initial appointment at a given rank, but not for renewals within rank. See Provost Communication No. 3.

- In colleges divided into budgeted units/departments, appointments within the dean’s office must be submitted to the Provost for prior approval before an offer can be made (i.e., Associate Deans).
- Deans of colleges without budgeted units, schools, and institutes (i.e., School of Labor and Employment Relations; College of Law; Graduate School of Library and Information Science; and School of Social Work) must seek prior approval from the Provost for all regular appointments.



## **2.4 Role of the College, Administrative Unit, or Department Executive Officer**

Unit Executive Officers are responsible for promoting the objectives of the Affirmative Action Program and the campus' strategic diversity initiatives.

- A. The College or Administrative Unit Executive Officer appoints the Equal Employment Opportunity Officer and the Vice Chair**
- B. The College or Administrative Unit Executive Officer or delegate (i.e., the Department Unit Executive Officer or search chair) selects and appoints the search committee**
- C. The Department Executive Officer or delegate (i.e., the direct report for the position) issues the charge to the search committee and provides guidance to the committee on expectations related to the vacancy since the search committee serves in an advisory role. The Department Unit Executive Officer or delegate should be aware of the Affirmative Action Plan and should promote and encourage compliance and diversity within the committee charge.**

## **2.5 Role of the Equal Employment Opportunity Officer (EEOO) at the College or Equivalent Administrative Unit Level**

The Equal Employment Opportunity Officer (EEOO) is at the college/administrative unit level and facilitates college/unit level conversations with senior leadership and executive/administrative committees about diversity. The EEOO is also responsible for oversight related to equal employment opportunity (non-discrimination) guidelines at the college or equivalent administrative unit level. In colleges/teaching units, the EEOO must be a tenured faculty member; in administrative units, the EEOO must be a senior administrator. The following are EEOO responsibilities:

- Annually (in the fall) review written operating procedures and provide an updated copy to the Office of Diversity, Equity, and Access. The operating procedures should address the unit's internal process for implementing the Affirmative Action Program, including monitoring compliance within departments and overseeing the search and selection process. The EEOO should also review college and unit policies, procedures, and by laws to monitor for potential barriers to diversity.
- Work in partnership with the EEO Vice Chair to review internal policies, practices, and procedures related to the search/hiring process.
- Serve as a resource to the college/unit on search matters.
- Review recruitment plans for upcoming hires.
- Monitor the search process across departments to ensure fairness and consistent implementation of unit policies, procedures, and practices.
- Ensure that Diversity Advocates are aware of the campus' and college/administrative unit's internal policies, procedure, and expectations related to affirmative action, diversity, and inclusivity.
- Review annually the college's affirmative action goals and college/administrative unit diversity plans and objectives to develop a comprehensive action plan, including

recruitment strategies, to address underrepresentation within the unit based on upcoming vacancies.

- Monitor retention efforts and document good faith efforts, including departmental efforts, to attract and recruit diverse applicant pool and provide a report to the Office of Diversity, Equity, and Access at the end of the academic year.
- In collaboration with the Inclusive Illinois Representative, inform colleagues, staff, and students about diversity programs and events on campus to increase awareness of engagement.
- Approve (or delegate approval to the EEOO Vice Chair) search, summary, appointment change and waiver forms.

#### **A. Opening the Search**

The EEOO approves the search plan on the Search Form on behalf of the college unit, paying particular attention to the diversity of search committee and chair; the scope of the recruitment plan for affirmative action compliance and diversity outreach; and the use of broad required and preferred qualifications within the position announcement, as appropriate.

#### **B. Diversity of Applicant and Finalist Pool Report**

The EEOO, Diversity Advocate, and Search Chair are provided with a copy of the diversity of applicant and finalist pool report by the Office of Diversity, Equity, and Access. The EEOO is available as a resource to the Diversity Advocate and Search Chair to discuss the report.

#### **C. Summary Form**

The EEOO/College must review and approve the Summary Form prior to the issuance of an informal verbal or formal written offer to the proposed appointee. The college is responsible for forwarding the Summary Form to the Provost Office for second level review and approval when required.

#### **D. Closing the Search**

The EEOO or delegate should ask search committee members, the Diversity Advocate, the search chair, and the hiring official for ideas about improving the process, including an assessment of the effectiveness of recruitment strategies to identify underrepresented applicants.

#### **E. Appointment Changes and Search Waivers**

The EEOO should review all appointment change and search waiver requests for equal employment opportunity compliance.

## 2.6 Role of the Diversity Advocate at the Unit or Department Level

The primary role of the Diversity Advocate is to be an advocate for diversity as a core component of excellence in the search process. The Diversity Advocate must be identified on the search form. The Diversity Advocate must be a tenured faculty member for faculty searches. For academic professional searches, the Diversity Advocate must be a committee member or available to attend all committee meetings. The Diversity Advocate should:

- Complete a diversity advocate/search committee workshop offered through the Office of Diversity, Equity, and Access (<http://diversity.illinois.edu/workshops.html>)
- Review the department's affirmative action goals in the Office of Diversity, Equity, and Access Faculty Report and the Academic Professional Executive Summary (<http://diversity.illinois.edu/reports.html>)
- Serve as a resource to current and future faculty, staff, and students, regarding diversity resources and events on campus in support of unit recruitment and retention
- Work with the search committee and hiring official in the department conducting the search to identify professional organizations in the discipline that serve diverse populations, and ensure that the search committee provides these organizations with the position announcement
- Identify department heads/chairs at institutions whose graduates represent diverse populations, and ensure that these individuals receive a copy of the position announcement
- Help with extra recruitment efforts aimed at direct and personal contact
- Review the Diversity of Pool and Finalist Pool Report that is sent via email from the Office of Diversity, Equity, and Access for each search
- Encourage the committee to utilize best practices in evaluating diverse applicant pools. Best practices are outlined in *Guidelines and Procedures for Academic Appointments*, the search process overview website (<http://diversity.illinois.edu/academicsearch.html>), and the DiversityEdu Online Educational Program. In particular, the Diversity Advocate will help guide the committee to make certain that the search process:
  - Is free of bias or stereotyping of applicants in verbal or written communication
  - Ensures candidates are evaluated fairly
  - Includes a campus visit that provides similar opportunities for each candidate
  - Ensure all finalists are treated fairly and consistently during the interview process

## 2.7 Role of the Search Committee Chair

The Search Committee Chair:

- Attends a diversity advocate/search committee workshop from the Office of Diversity, Equity, and Access.
- Provides leadership to the search committee during the search process, with a focus on conducting a fair and equitable search
- Meets with the Diversity Advocate to discuss the campus Affirmative Action Plan and procedures to be followed throughout the search process
- Ensures that, absent extraordinary circumstances, there is diversity in the composition of the search committee, particularly the appointment of members from designated classes -

a diverse search committee will strengthen the pursuit of a highly qualified, diverse pool of candidates. If there is limited diversity within the unit or department, an effort should be made to consider including faculty, staff or students from external departments, as appropriate

- Ensures that search committee members have reviewed the *Search Process Overview for Search Committee Members and Diversity Advocates* presentation (<http://diversity.illinois.edu/academicsearch.html>) before the first search committee meeting
- Develops written evaluation criteria for review of candidate material, preferably with a scoring or rating system
- Establishes projected dates for search committee meetings and a timeline for search committee actions
- Reviews the diversity of the applicant pool and consults with the Diversity Advocate or the Office of Diversity, Equity, and Access as needed
- Leads the committee in reviewing candidate material and interviewing candidates based on the committee charge and evaluation criteria
- Reviews the diversity of the finalist pool and consults with the Diversity Advocate or the Office of Diversity, Equity, and Access as needed
- Makes recommendations to the unit executive officer or delegate
- Assists with the completion of the Finalist Notification and Summary Forms, as needed

## **2.8 Role of the Search Committee Members**

A diverse search committee will strengthen the pursuit of a highly qualified, diverse pool of candidates. Search committee members serve in an advisory role since the ultimate responsibility for hiring rests with the executive officer of the unit.

- Members are selected with special attention to representation from members of designated classes. Although this is difficult in some units, it may be possible to seek out members from outside the unit (e.g., those with whom the appointee may often work, those who share similar duties that are in other units, etc.) while at the same time not jeopardizing the effectiveness of the search committee.
- Members are selected to ensure representation from various constituencies. For example, a search committee for an executive officer of a unit might have representatives from each faculty rank, academic professionals, students, or outside constituencies as appropriate to the unit.
- Members should understand and be committed to the principles of affirmative action and equal opportunity, including seeking out, soliciting, and recruiting qualified, diverse applicants.
- Members should be open-minded and willing to consider different perspectives and values.
- Members should read the *Search Process Overview for Search Committee Members and Diversity Advocates* presentation (<http://diversity.illinois.edu/academicsearch.html>) before the first search committee meeting.
- Members should be committed to allocating the time and effort required to ensure the fairness of the process.

- Members should evaluate all candidates based on the evaluation criteria.
- Members should treat all candidates with respect and fairness.

## 2.9 Role of the Search Coordinator

The Search Coordinator plays a critical role in the search process by coordinating the key roles in the search process, including the search chair, the search committee members, the Diversity Advocate, and the EEOO. Additionally, the search coordinator may often serve in a human resources capacity. The search coordinator also assists with assuring compliance by verifying the posting and distribution of position announcements in accordance with the approved recruitment plan; completing the appropriate forms for processing; and serving as a resource with respect to the search process and search status.

## 2.10 Role of International Students and Scholar Services

- A. International Students and Scholar Services (ISSS) must assist and will lead efforts in green card applications for permanent residency. Additional information is available at <http://iint.illinois.edu/iss/scholars> or by calling 333-1303. Below are types of green card applications normally processed on behalf of permanent University of Illinois employees. The type of process depends in part on the position and on the individual's credentials.
1. Special Handling Green Cards: For University teachers only.
  2. Outstanding Researcher/Professor: For individuals meeting USCIS (U.S. Citizenship and Immigration Series) criteria for this category who are not eligible for Special Handling.
  3. PERM: For those not qualifying for Special Handling or Outstanding (e.g., computer professionals, administrators, librarians).
- B. In certain green card processes, advertising must be conducted for the position held by the permanent employee even if recruitment was conducted previously. Units must advertise for green card applications made through the PERM process (or for Special Handling cases in which the 18-month deadline has expired). A different set of search procedures have been established for advertising these positions.
1. If there is no change in title for an academic professional employee, ISSS will assist in preparing approved advertisement language for green card postings. ISSS will also advise the unit on where these ads must be placed. The ad will be posted on HireTouch and elsewhere **as directed by ISSS**.
  2. If an employing unit will be changing a title before initiating the green card process, the unit will be advised to first follow regular processes of the Office of Academic Human Resources and the Office of Diversity, Equity, and Access outlined below. If the individual is then subsequently hired into the new title, the unit will proceed as with A.1 above.
  3. Special Handling green cards in which new recruitment is NOT required still requires a notice to be posted which refers interested individuals to HireTouch, so a search must be set up. ISSS will provide instruction. No additional ads are required in these cases.
- C. The Office of Academic Human Resources (333-6747) will advise in selecting an appropriate title and position description when necessary.
- D. The Office of Diversity, Equity, and Access (333-0885) will assist in green card applications by providing guidance to the unit, in order to ensure compliance with campus search

procedures in accordance with Affirmative Action policies and procedures and Federal and State civil rights laws.

1. For academic professional positions with no change in title, the position will be posted through HireTouch.
2. The Office of Diversity, Equity, and Access will provide guidance in accordance with campus policy if regular search procedures are required (e.g. searches and appointment change requests).

## **2.11 Conflicts of Interest**

Conflicts of interest may occasionally arise based on roles in the search process and on professional or personal relationships.

The conflict may arise from the following circumstances:

- serving on a search committee and being asked to provide a reference for a candidate in that search;
- deciding to become a candidate for a position while serving as a search committee member, or as the Diversity Advocate, or EEOO of that search.

The Search Committee is designed to be advisory to the Department Unit Executive Officer or delegate (i.e., the direct report for the position) in the recruitment and selection of qualified candidates to fill a position vacancy. Each role assigned in the search process is designed to work independently in support of compliance and college or administrative unit oversight objectives. When individuals perform multiple roles in the search process, there is the possibility that one or all of those multiple roles may be compromised or less effective.

Therefore, when possible, the Department Unit Executive Officer and/or the direct report/supervisor should avoid serving on the search committee to maintain the appropriate advisory role of the search committee; to preserve the integrity of the search process; and to avoid the appearance of undue influence.

An actual or perceived conflict must be managed to maintain the integrity of the search process. The potential conflict must be disclosed to the College or Administrative Unit Executive Officer and the Office of Diversity, Equity, and Access in writing. The Unit Executive Officer should then ask the EEOO (in consultation with the Office of Diversity, Equity, and Access) to determine the appropriate strategy for managing the conflict. Management strategies may include:

- Disclosure to the search committee;
- Recusal from decision-making authority;
- Limiting access to HireTouch during the search;
- Assigning a key role to another individual during the search to avoid overlapping roles; and/or other strategies, as appropriate.

## CHAPTER 3: THE SEARCH PROCESS

### Chapter Overview

- Hiring Request Form
- Job Description/PAPE
- Position Announcement
- Recruitment Plan
- Advertising the Position
- Guidelines for Senior Faculty Administrator Positions

The campus 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” for HireTouch (i.e. instructions for usage) are contained in separate documents located within the system and on the Office of Diversity, Equity, and Access website: <http://diversity.illinois.edu/hiretouch.html>

HireTouch is used to process Hiring Request Forms, Principal Administrative Position Exemptions (PAPE) forms, Search form, Finalist Notification form, and Summary forms, Appointment Change forms, Academic Hourly Appointment forms, and Search Waiver forms, as well as others. The system also serves as a Job Board and the site where vacant positions are posted. It is used by candidates to apply for vacant positions, complete the EEO form, and submit their required applicant documents. See Appendix C for sample forms.

### 3.1 Step 1 – Complete the Hiring Request Form

Academic Human Resources (AHR) has designated the specific positions which require an approved Hiring Request Form (HRF) before a search can be initiated. Please refer to the AHR website for detailed information on the use of the HRF.

[http://www.ahr.illinois.edu/forms/HRF\\_chart.pdf](http://www.ahr.illinois.edu/forms/HRF_chart.pdf)

### 3.2 Step 2 – Complete the PAPE/Job Description

In addition to Executive Order 11246, the academic appointment process at Illinois is also subject to the EEOC Uniform Employee Selection Guidelines. These guidelines address the requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin. These guidelines apply to selection procedures which are used as a basis for making employment decisions, such as the qualifications and requirements for employment as listed in position announcements. The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group is considered to be discriminatory and inconsistent with those guidelines. Position announcements must be written to focus on the core elements for job performance, minimizing the likelihood of potential bias and adverse impact on underrepresented candidates during the candidate review process.

- A. All Academic Professional positions must be established in accordance with campus guidelines. If the position is new, a Principal Administrative Position Exemption request

must be submitted through HireTouch. The PAPE is a job description for the position. When refilling a vacated Academic Professional position or request an appointment title change, a new PAPE is required if:

- the position requirements have changed;
- position duties have significantly changed; or
- the PAPE has not been updated in the last three years.

A PAPE less than three years old can be uploaded into HireTouch. If the position's PAPE is more than 3 years old, a new PAPE must be created and submitted to AHR electronically through HireTouch. Duties and qualifications established in the PAPE are used in the position announcement and search ad, therefore the PAPE must be comprehensive.

Please contact the appropriate College or Administrative Office or the Office of Academic Human Resources (AHR) at 333-6747 or <http://www.ahr.illinois.edu> for additional information and assistance with Academic Professional positions and the PAPE process.

- B.** All faculty positions require a job description. When possible, the search committee for a faculty position should be solicited for input on the job description and position announcement to ensure that the position announcement is consistent with the needs of the unit and will be designed to solicit a large, diverse pool of candidates.

### **3.3 Step 3 – Create the Position Announcement from the PAPE/Job Description**

- A.** There are 11 required elements of a full-length position announcement:

**1. Location of position, which includes both:**

- a) Name of the department or unit, and
- b) “University of Illinois at Urbana-Champaign” or other physical location of the position

**2. Rank and/or title:**

- a) For all academic professional positions, the title on the approved PAPE must be used, with the addition of “Visiting” or other modifiers designating temporary status as necessary.
- b) Faculty searches may be “open rank,” though consideration must be given to assessing the method of review to ensure that similarly qualified applicants will be in the appropriate applicant pool.
- c) If the position has been identified as a security-sensitive academic position, the announcement must include notification that successfully satisfying a criminal background investigation is a requirement for employment.
  - (1) See Campus Administrative Manual (CAM) Section IX C-44.
  - (2) Contact the Office of Academic Human Resources for more information.



**3. A brief statement of duties:**

The statement of duties should be consistent with the duties described in the PAPE for Academic Professional positions.

**4. Basic qualifications:**

The Internet Applicant Rule addresses the criteria by which submissions of interest for an available position are evaluated. The "basic qualifications" listed in a position announcement must focus on the core elements for job performance and should not use criteria that could potentially result in bias against underrepresented candidates during the candidate review procedure. To avoid the potential for bias, the qualifications must be:

- Non-comparative features of a job seeker (e.g. three years of experience is acceptable; “being one of the top five” among the candidates in years of experience is not acceptable);
  - Objective (e.g., a Bachelor's degree in accounting is acceptable, but not “a technical degree from a good school”); and
  - Relevant to performance of the particular position
- a) The qualifications listed should match those described in the PAPE for Academic Professional positions. For faculty and faculty administrator positions, it should indicate the tenure status.
  - b) Minimum degree requirements should be stated. All Academic Professionals must have a minimum of a bachelor’s degree.
    - (1) There are extraordinary circumstances wherein individuals of unique and exceptional skills may not possess a bachelor’s degree. In those instances, a degree waiver may be sought through Academic Human Resources after approval from the EEOO if there are no other similarly qualified individuals in the candidate pool who meet the minimum degree requirement.
    - (2) To ensure a diverse applicant pool, the minimum requirements should be broad rather than specific. For example, require a “B.S. degree” rather than a specific “B.S. in Physics.” To allow flexibility, the following statement may be used: “Individuals working toward a Bachelor’s degree may be considered, but the degree must be obtained by the starting date.”
  - c) Review the required number of years of experience (1-2 years vs. 3-5 years vs. 5-7 years). To allow maximum flexibility in evaluating applicants, the type of experience and skills should be defined, rather than a requirement for a particular number of years of experience.
  - d) Preferred/desired qualifications may also be listed.
  - e) Searches may be designated as “Internal” (to campus or to unit) and limited to those with current Illinois affiliation -- that is, individuals who are currently employed on the Champaign-Urbana campus. Internal Searches are exempt from external advertising requirements. **All applications must be reviewed.** If a candidate is determined to be external to the university, that candidate should not be reviewed further unless the scope of the search is revised. Internal searches require justification.
  - f) Searches may also be restricted to individuals participating in the Campus Relocation Program or other similar programs administered by Academic Human Resources.

Participation in the appropriate program would be a minimum requirement for the position.

**5. Salary statement:**

- a) If a salary range is stated, the unit cannot negotiate or hire beyond that range.
- b) To allow flexibility, the announcement may state that the salary is negotiable, commensurate with experience or competitive.
- c) The proposed salary must be consistent with the range indicated on the Hiring Request Form.

**6. Appointment status:**

- a) Indicate if the position is regular or visiting. The advertised position type must be consistent with what was approved on the Hiring Request Form.
- b) Indicate the percent time of the appointment, consistent with the approved Hiring Request Form.
- c) If the possibility of changes in the appointment status is anticipated, the following qualifiers will generate the broadest pool, and thus, provide flexibility in making these changes:
  - (1) For visiting positions, use “Position may become regular at a later date.”
  - (2) For part-time positions, use “Percent time may increase at a later date.”

**7. Proposed starting date:**

- a) The proposed starting date is required.
- b) To allow flexibility, the announcement may state that the starting date is “as soon as possible after the closing date,” or “negotiable after the closing date.”

**8. Application materials:**

- a) Indicate the materials that should be submitted for consideration.
- b) Suggested materials include cover letter, resume, writing samples or portfolios, and a statement of teaching philosophy, research interest, or commitment to diversity.
- c) On-line application will require name and contact information for [number of] references.
- d) A link to the Illinois job board at [jobs.illinois.edu](http://jobs.illinois.edu) (or some other forwarding URL) must be listed

**9. Closing date for receipt of candidate materials:**

- a) This is the date by which applications must be received for review.
- b) Examples of closing date statements that provide the greatest flexibility:
  - (1) “In order to ensure full consideration, applications must be received by [date].”
  - (2) “Full consideration will be given to applications received by [date].”
- c) If interviews will commence before the closing date, the announcement must state:
  - (1) “Applicants may be interviewed before the closing date; however, no hiring decision will be made until after that date.”
  - (2) Guidelines for calculating an appropriate closing date are discussed in Chapter 3.4 (b) (5)—Search Plan.

- d) The “Full consideration” date allows individuals to continue to apply while the review process begins.

**10. Unit contact information:**

- a) Name, phone number, and email address of the search contact is mandatory.
- b) A mailing address or website address to view additional information about the department or position is optional.

**11. Required statements**

- a) **Campus’ commitment to diversity and Affirmative Action/Equal Employment Opportunity Policy at the bottom of advertisement:** The University of Illinois is an Equal Opportunity, Affirmative Action employer. Minorities, women, veterans and individuals with disabilities are encouraged to apply. For more information, visit <http://go.illinois.edu/EEO>. To learn more about the University’s commitment to diversity, please visit <http://www.inclusiveillinois.illinois.edu>
- b) **Notice of Background Check policy:** The University of Illinois conducts criminal background checks on all job candidates upon acceptance of a contingent offer.

**B. Requirements for short ads**

- 1. In order to alleviate high print advertising costs, units may use shortened announcements that refer applicants to a Website for more information.
- 2. The unit must be able to ensure that the announcement will generate a sufficient pool of diverse applicants. Both the “short ad” and the complete announcement must be reviewed by the Office of Diversity, Equity, and Access.
- 3. Required elements for the short ad: rank and/or title; closing date; statement of campus Affirmative Action/Equal Employment Opportunity Policy; link to full position announcement; and reference to Inclusive Illinois.

Acceptable uses of the required statement for short print ads include:

- (1) “The U of I is an EEO Employer/Vet/Disabled [www.inclusiveillinois.illinois.edu](http://www.inclusiveillinois.illinois.edu)”
- (2) “Illinois is an EEO Employer/Vet/Disabled [www.inclusiveillinois.illinois.edu](http://www.inclusiveillinois.illinois.edu)”
- (3) “The University is an EEO Employer/Vet/Disabled [www.inclusiveillinois.illinois.edu](http://www.inclusiveillinois.illinois.edu)”

### 3.4 Step 4 – Develop the Search Plan

Units must develop a search plan (documented through completion of the Search Form) that will increase the likelihood of generating a qualified and diverse pool of applicants. The search plan includes (a) the selection of an appropriate length of posting, and (b) the use of traditional and nontraditional recruitment efforts. See Appendix A for a chart of required sources and search plan requirements.

#### A. Search Scope

1. External Search – All searches must be posted externally unless permission has been granted by ODEA to conduct an internal search. External searches are posted to the University of Illinois job portal and many other websites and sources that we currently have relationships with. For more information, contact the Office of Diversity, Equity, and Access
2. External Search with Additional Recruitment – External searches with additional recruitment are posted to additional sources compared to the above. These sources include, but are not limited to, the targeted email offered by HigherEdJobs.com. These postings may carry a fee that will be charged to the department. Contact Illinois Human Resources for more information.
3. Internal to campus searches target qualified current employees on the Champaign-Urbana campus. Internal Searches are exempt from external advertising requirements. Candidates external to the University should not receive consideration unless the scope of the search is revised and external advertising sources, including special recruitment sources, are utilized. Internal searches require justification.
4. Internal to Campus searches can also be limited to individuals participating in the Campus Relocation Program or other similar programs administered by Academic Human Resources. Please refer to Academic Human Resources for program qualifications and requirements. Internal searches require justification
5. Internal to College/Unit searches can be requested under special circumstances. These include reorganizations within a department involving the reallocation of many positions, as well as promotional opportunities that are to be provided to current employees in the department where the total number of employees in the department will not be increasing. Internal searches require justification

#### B. Search Length

1. Three or four week searches are suggested for tenure-track and tenured faculty vacancies.
2. Two to four week searches may be appropriate for non-tenured specialized faculty and senior-level, mid-level, and entry level academic professional vacancies.
3. The minimum search time is calculated from the date the position is first approved and appears on the jobs.illinois.edu Academic Job Board in HireTouch. For the majority of searches, two weeks is the minimum posting period.
4. An open or rolling search (up to one year) in which applications are accepted throughout the year may be used as necessary with prior Office of Diversity, Equity, and Access approval.

#### C. Mandatory Recruitment

See Appendix A for guidance regarding required and automatic postings. Below you will find information regarding all of the currently utilized required and automatic recruitment sources and resources.

Units may choose to place ads and seek recruitment source suggestions from the University preferred advertising vendor. (See <http://diversity.illinois.edu> for recruitment assistance). Copies of all print and online advertisements that are not automatically posted must be collected by the search coordinator and uploaded into HireTouch as part of the search documentation.

**For all external searches (AP and Faculty), the following recruitment resources must be utilized:**

- HireTouch Job Board (**Automatic**)
- [www.HigherEdJobs.com](http://www.HigherEdJobs.com). (**Automatic**) In support of the campus' affirmative action good faith efforts, open positions will post automatically with HigherEdJobs and the "affirmative action" posting which allows the site to send the posting to individuals who have elected to receive vacancies from employers actively recruiting candidates in accordance with affirmative action plans or diversity plans. The Affirmative Action Email is a weekly email newsletter sent to registered My HigherEdJobs users. The Affirmative Action Email recipient list is exclusively owned and maintained by HigherEdJobs.com.
- [IllinoisDiversity \(www.illinoisdiversity.com\)](http://www.illinoisdiversity.com) (**Automatic**) – In support of the campus' affirmative action good faith efforts, open positions will post automatically with Illinois Diversity. The Illinois Diversity Job Network is a network of local diversity employment web sites committed to connecting employers with qualified, applicants of all backgrounds.
- [Abilitylinks.org \(www.abilitylinks.org\)](http://www.abilitylinks.org): AbilityLinks is a free nationwide job opportunity website for persons with disabilities and inclusive employers. It is similar to niche web sites set up to serve minorities, women and ethnic groups protected by equal opportunity employment laws. AbilityLinks' mission is to increase employment of qualified persons with disabilities. University of Illinois Urbana-Champaign is an AbilityLinks Consortium member.

**In addition to the above, the following recruitment resources are required for all Faculty searches:**

- Diversifying Higher Education Faculty in Illinois (DFI) Program Directory (<http://www.ibhe.state.il.us/DFI/directory.htm>) : The goal of DFI is to increase the number of minority full-time tenure track faculty and staff at Illinois' two and four year, public and private colleges and universities. African American faculty constitute five percent and Latino faculty three percent of all faculty at Illinois colleges and universities. This level of representation is much lower than the diversity found in Illinois' student enrollment and state population. The DFI Initiative works to increase the number of minorities with master's and doctoral degrees by providing financial assistance, based on demonstrated financial need, for students to complete graduate degrees. In addition, the program administrators work with higher education institutions to offer workshops and pursue other outreach opportunities to meet the goals and objectives of the Initiative
- Big Ten Academic Alliance Doctoral Directory (<http://www.cic.net/Home/Students/DoctoralDirectory/Introduction.aspx>) – The Doctoral Directory is a listing of doctoral degree recipients who are members of groups underrepresented in higher education and who are alumni of the universities of the Committee on Institutional Cooperation. The Directory is designed to increase the visibility of doctoral alumni who bring diverse perspectives and experiences to higher education. The Directory is a searchable online database which Diversity Advocates

- and Search Committee Chairs should review and reach out to any potential candidates whose qualifications correspond to the required qualifications for the position.
- Southern Regional Education Board DSP Scholar Directory (<http://dspdirectory.sreb.org>) The Scholar Directory is a database that showcases more than 1,000 accomplished doctoral scholars and successful Ph.D. recipients who are committed to pursuing careers in the professoriate. Contact [diversity@illinois.edu](mailto:diversity@illinois.edu) for login credentials.

#### **D. Supplemental Special Recruitment Efforts**

All searches (other than internal to unit) should utilize special recruitment efforts or methods which target members of the designated classes, including U.S. military veterans and persons with disabilities as well as members of historically underrepresented groups. A proactive recruitment plan should be used, including:

- Consulting the University advertising vendor (currently Shaker Recruitment Advertising and Communications) for recommendations of diversity recruitment advertising media, including minority and women-focused professional journals and job registries.
- Establishing working relationships with similar departments at institutions or non-academic agencies with substantial numbers of women and historically underrepresented minorities.
- Interviewing candidates at professional meetings and societies.
- Acquiring names of potential candidates from women and historically underrepresented minorities currently at Illinois.
- Contacting relevant professional and academic associations for the names of potential candidates from members of special caucuses for women and historically underrepresented minorities.
- Consulting the CIC Directory of Minority Ph.D. Candidates and Recipients, which lists individuals from the “Big Ten” schools and the University of Chicago, and the Minority and Women Doctoral Directory (MWDD) is a national Directory of minority and women doctoral students who have recently received their degrees from one of approximately sixty major research universities in the United States. These Directories are updated on an annual basis.
- Inviting women and minority scholars from other institutions to participate in department-sponsored symposia and visiting appointments.
- Using a personal approach to contact potential candidates who have been identified or nominated.
- Sending announcements to departments at other universities and following up with a personal contact or phone call to inquire about potential candidates at those institutions.
- Identifying members of designated classes who are currently candidates for advanced degrees at this institution who show promise of outstanding academic achievement. (While some units maintain strong policies barring consideration of their own graduate students for vacant positions as a safeguard against academic inbreeding, and while these policies are nondiscriminatory on the surface, the affirmative action goals and objectives of a unit might best be met by means of occasional but judicious exception to these policies).

#### **3.5 Step 5 –Complete the Search Form**

Complete instructions on the requirements of the search form can be found in the Job Aids Resources section of HireTouch. A few helpful hints are below:

##### **A. Security and HireTouch access**



The search chair, search committee members, diversity advocate, EEOO, and search support staff will need access to HireTouch to complete and review forms and/or to review candidate information. Prior to completing the search form, it is helpful to have a list of these individuals and to be sure that they have appropriate security from the Unit Security Contact to access HireTouch. A job aid is available at <http://diversity.illinois.edu> for Unit Security Contacts.

#### **B. HRF, PAPE, and Search Form**

The information on all three forms should be consistent, including the title of the position, the duties and qualifications, and the term of the appointment (full or part time, visiting or regular).

#### **C. Close Date**

Units may choose to set a designated close date that will remove the job from the HireTouch Job Board just before midnight on that date. If it is removed from the Job Board, no individuals will be able to submit their information, unless they began the submission process prior to the position being removed from the board. Units may instead choose to use a “full consideration” date (leaving the “close date” field blank on the search form) and decide to let the position announcement remain on the job board in order to allow for late applications. Review of late applications must include *all* late applications received up to your cut-off date.

#### **D. Search Committee**

See *Chapter 2: Key Roles* for information regarding committee member and the Diversity Advocate roles.

#### **E. Approvals**

1. The Search Approval Form cannot be processed without approvals from the appropriate individuals, or the showing of authorization to approve on behalf of those individuals by appropriate designees.

2. Approvals are required from the following positions/offices:

- a) College/EEOO for review and approval on behalf of the dean/department head.
- b) The Office of Diversity, Equity, and Access

3. Advertising Deadlines:

It is the responsibility of the unit to be aware of the advertising deadlines throughout the search approval process. The Office of Diversity, Equity, and Access recommends submission of the Search Form no less than three (3) days before the advertising deadline. Early receipt is important in the event that changes or additional information on the position announcement are necessary for clarification. **Note: external advertising cannot take place until the search is approved by the Office of Diversity, Equity, and Access and placed on the Job Board.** All external advertising must utilize the version of the position announcement approved by the Office of Diversity, Equity, and Access in its entirety, including changes to position announcement language or submission deadlines/procedures designated during the Office of Diversity, Equity, and Access review/approval process.

## **F. Position Posting**

After the Search Form is approved, the search contact will receive an email from the Office of Diversity, Equity, and Access ([diversity@illinois.edu](mailto:diversity@illinois.edu)). The position announcement will automatically be posted on the University's Academic Job Board. The search contact should inform the Search Chair, Diversity Advocate, Unit Executive Office, and the College EEO that the search has been approved. Copies of all external ads placed must be uploaded into HireTouch at the conclusion of the search process for compliance purposes.

## **G. Requests for Voluntary Disclosure of Equal Employment Opportunity Information**

The University is required by federal law to request and maintain data on the racial/ethnic identity and gender status of all employees and applicants for employment. Submission of the information requested from applicants is voluntary. These data provide the University of Illinois and the federal government with information necessary to monitor the University's compliance with equal employment opportunity requirements. This information is collected through HireTouch but is retained in the Office of Diversity, Equity, and Access and is not forwarded to the hiring unit.

The request for voluntary self-identification is Step 2 of the Applicant Process in HireTouch. The campus' compliance with these requirements is automatic through the use of the HireTouch system.

### **3.6 Guidelines for Senior Faculty Administrator Positions**

The appointment of senior administrators at the rank equivalent to Deans or higher and for Directors of Schools and Heads of Departments at the University of Illinois at Urbana-Champaign should, if at all possible, be made in ways that are consistent with the general principles of faculty governance that underlie and are expressed in the University's Statutes. Whenever possible, these appointments should be done through the use of the search process. In circumstances where a search is not feasible or is precluded by departmental policies, a search waiver may be used to make the appointment. Even when a formal search will not be used to fill the appointment, notice of the appointment availability should ideally be communicated via email or other means of internal written communication to all faculty members who are eligible for consideration for the appointment to allow them the opportunity to express their interest in being considered.

Because the goal is to appoint the best candidate, administrators making the appointment through use of a search waiver or the search committee conducting a campus search should go beyond simply acting upon identification of interested faculty through submitted applications and nominations. Potential candidates of special merit should be actively solicited and full and fair consideration should be given to all candidates whether internal or external to the unit. In addition, procedures should be developed and followed that both promote openness to information and provide necessary confidentiality. This means:

- (a) Prospective candidates should be afforded the opportunity to provide full application materials, regardless of the route by which the candidates come to the attention of the committee;

- (b) A variety of appropriate means for obtaining necessary information from and about candidates should be employed;
- (c) High standards of confidentiality should be adhered to for all candidates;
- (d) Special safeguards for protecting the candidacy and reasonable interest of those candidates with extraordinary confidentiality requirements should be employed; and
- (e) Decisions about all candidates considered at a particular stage of the search process should be based on similar forms of information and similar evaluative practices.

When a search is to be conducted, it is suggested that the chair for administrative appointments be an individual outside the unit, possibly in a related field. A search committee - appointed on the basis of consultation with the appropriate elected executive or advisory committee - should be central to the search process from initiation through acceptance of an offer.

The search committee may be involved in developing the position description. They will assist in identifying candidates and securing documentation concerning each in a manner consistent with the principles of fairness and affirmative action; selecting and participating in interviews of all finalists for the position, including any who might emerge after the initial group is identified; and consulting with the appointing administrator regarding the appropriateness of extending an offer to any among the group of finalists.

Moreover, the committee and the appointing administrator are expected to work together throughout the search process. They are also expected to consult closely when establishing criteria for the selection of candidates and evaluating candidates for whom offers are being seriously contemplated, and at times when it may appear desirable to broaden the search or to change it in some way.

### **3.7 Guidelines for Interim Appointments**

The standard practice for filling vacant positions is to conduct a broad search to attract the best-qualified candidates and to comply with affirmative action and equal opportunity guidelines. When a position is vacant, and the college/unit needs to fill the position for a limited period of time (up to six months) preparatory to a full search, the college/unit may make an acting/interim appointment of an existing University of Illinois employee. The college/unit should undertake the following steps:

1. announce the opportunity within the college or unit and give a date by which letters of interest must be submitted;
2. indicate that an open recruitment will occur in the future to permanently fill the position;
3. interview interested employees who are best qualified;
4. consider diversity objectives when selecting the temporary replacement;
5. 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

### 3.8 Search Firm Procedure

#### University of Illinois at Urbana-Champaign Procedure for Using a Search Firm (effective 7/1/13)

In compliance with Illinois Law, 110 ILCS 305/80, the use of search firms at the University of Illinois is limited to searches for the President of the University and when the President and Board of Trustees demonstrate a justifiable need. Accordingly, searches involving a search firm shall conform to one or more of the following criteria:

- Search for the President of the University;
- When the position is at a level of seniority that requires strict confidentiality in the initial stages and a level of interaction with potential candidates is required that current staff cannot appropriately provide;
- When the position requires extensive recruiting and networking due to a highly competitive market, as well as to create a diverse candidate pool;
- When the potential candidates are in a specialized function outside traditional areas of higher education.

To request authorization to use a search firm, please prepare the following information:

- College and Unit conducting the search
- Title of position and unit and college of position searching for
- Name of search firm requested
- Detailed justification for use of a search firm

The College/Administrative Unit should send an email with the above information to the following:

- Provost (for colleges and academic units) and to the relevant Vice Chancellor (for administrative units) for preliminary review and recommendation prior to submission to the Chancellor
- The Provost or Vice Chancellor will email their recommendation with the information required above to the Chancellor's Office
- The Chancellor will review the recommendation and determine whether engaging a search firm is appropriate
- If the recommendation is approved by the Chancellor, the Chancellor will request approval from the President
- If approved by the President, the President's response will be sent to the Chancellor, copying the Office of Diversity, Equity, and Access ([diversity@illinois.edu](mailto:diversity@illinois.edu))
- If approved, at the conclusion of the search (once all expenses have been accounted for), the College/Administrative Unit will provide the Office of Diversity, Equity, and Access ([diversity@illinois.edu](mailto:diversity@illinois.edu)) the contract and all related purchase orders

A college/department may only engage in a search firm after receiving approval from the President. The above is in addition to and does not supersede requirements set forth by the Office of Business and Financial Services.

If a search firm will be used, the contact information should be indicated in the designated area of the Search Form under the section “Proposed Recruitment Methods” so that the Office of Diversity, Equity, and Access may coordinate with them to ensure that the procedure for submission of candidate information and collection of EEO data can be established in accordance with the Office of Diversity, Equity, and Access reporting requirements.

## CHAPTER 4: CONDUCTING THE SEARCH

### Chapter Overview

- First Search Committee Meeting
- Review of Applications
- Finalist Notification Form
- Changes During the Search
- The Summary Form
- Extending Offers

### 4.1 First Search Committee Meeting

In general, the search committee should meet in order to discuss the relevant items below. **No search committee member should review candidate submissions until after this initial discussion and the distribution of the evaluation criteria by the search chair.**

#### A. Review of Policy and Campus Guidelines

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. Before candidates are reviewed, committee members should be aware of the campus' compliance obligations and campus commitment to diversity and excellence. Doing so increases the likelihood that the search will be conducted in a manner that employs "best practices" and helps ensure that the ultimate appointment will be made in accordance with administrative, legal, and regulatory requirements.

1. University Policy on Non-Discrimination
  - The search committee should review the University Policy on Non-discrimination. Refer to CAM Section IX/B-1 (<http://diversity.illinois.edu/campusconduct.html#campus>).
  - All Search Committee members, including the chair, are required to review the Search Process Overview for Search Committee Members and Diversity Advocates presentation at <http://www.diversity.illinois.edu>. The chair should discuss the Guidelines for the Search Process at the first meeting.
  - Search committee members are also required to review the Diversity.edu online program.
2. Review the University of Illinois Guidelines for Pre-Employment Inquiries
  - All Search Committee members, including the chair, should review this document located at <http://diversity.illinois.edu/academicsearch.html>. Also, any other individuals who will be interviewing the finalists should review this document.

#### B. Discussion of Diversity and Affirmative Action Plan for underrepresentation

The Affirmative Action Program and the unit's diversity plan should be reviewed, noting if the position for which the search is being conducted is in a job group that has underrepresentation of women and/or minorities. Data is available from the Office of Diversity, Equity, and Access at <http://diversity.illinois.edu>.

### **C. Key Role Discussion**

If possible, the Diversity Advocate and/or EEOO should be introduced and the nature of their roles explained.

### **D. Committee Charge**

The charge to the committee should be issued by the Department Executive Officer (or designee).

### **E. Search Timeline**

- A timeline for meetings and review of candidate submissions should be discussed.
- The search committee should decide how applications and nominations received after the closing date will be handled.

### **F. Selection Criteria**

Selection criteria provide an objective way to measure each applicant's level and quality of education, experience, knowledge and skills as they relate to the specific duties of the position. These criteria are used to determine who will be interviewed and ultimately referred to the department executive for appointment. It is important to develop written criteria, based on the position description, before beginning the review of candidate submissions.

Establishing uniform written criteria before candidate review begins indicates a commitment to following equitable search and selection procedures. The criteria must focus on the core elements for successful job performance in conformance with requirements of the EEOC Uniform Employee Selection Guidelines.

1. In developing selection criteria, the criteria should be measurable, objective, and free of bias (having no adverse impact on designated class applicants).
2. Selection criteria should be based on minimum requirements as stated in the position announcement.
3. Procedures and any ratings or assessment scales to be used in the process must be established as part of the selection criteria.
4. A copy of the selection criteria and any rating sheets or worksheets utilized must be included in the documentation in HireTouch.
5. The search committee chair should ensure that each search committee member understands and uses the screening criteria, rating scales, and procedures. Such evaluations or discussions, however brief, provide clear guidance to the committee. The resume screening process is undoubtedly the most crucial phase of the search process.
6. The Diversity Advocate should be available as a resource for questions relating to the screening criteria.
7. Appendix B-1 and B-2 contain examples of administrative and faculty evaluation sheets.

### **G. References**

1. Obtaining references: The search committee should determine how references will be obtained for candidates. The manner in which these references are gathered should be consistent and conducted systematically for all candidates in the same group. Each contact should be documented.

2. Contacting references: The search committee should determine how references will be contacted. When telephone references are solicited or received, a written record of the conversation should be kept in the same manner as the letters of references are kept. Pursuant to the Illinois Personnel Review Act (820 ILCS 40/10 (a)), employees do not have the right to inspect reference letters. The reference called should be informed that their conversation will be part of the permanent record. Refer to the CAM (Section IX/C-1.1) regarding letters of reference or notes taken during a telephone reference check.
3. Unlisted references: The search committee should determine how unlisted references will be handled and documented. The best course of action is to ask the candidates for their permission to contact someone not on their reference list. If permission is denied, it is acceptable to ask why or to inform the candidate that the denial might be considered as pertinent information. It is important that all candidates are treated fairly and equitably.

## **4.2 Review of Applications**

### **A. Definition of “Applicant”**

An applicant is an individual who has submitted the required documents for consideration pursuant to campus policy by uploading the information into HireTouch in accordance with the procedures in the position announcement. Candidates who do not submit their documentation in accordance with all of the requirements listed in the position announcement or with another procedure approved by the Office of Diversity, Equity, and Access should not be reviewed and should be marked as “Incomplete Application” for their applicant status. In conformance with requirements for the Americans with Disabilities Act, the Office of Diversity, Equity, and Access should be contacted for candidates requesting accommodation in the submission of their candidate materials.

### **B. Screening of Candidates**

Using the written selection criteria referenced in Chapter 4.1(F), the search committee should review and evaluate all submissions of interest that meet the requirements of an applicant. To ensure trust in the fairness of the search process, 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 aid in this documentation and provide a consistent basis for elimination or advancement of the candidate to the next level of the search process.

### **C. Interview Procedures**

#### **1. Search Committee Instructions**

The executive officer or designee should provide clear instructions about the role of the search committee in the interview process.

#### **2. Guidelines for Questions**

Before interviewing is done at either the search committee level or at the unit level, it is important to review the guidelines for “Pre-Employment Inquiries” (<http://www.diversity.illinois.edu>). Candidates should be asked similar questions, thereby



allowing comparative judgments to be made while ensuring that crucial job-related information is obtained. All interviews should, barring unique circumstances, be conducted under reasonably similar circumstances, and all candidates should be given similar opportunities to meet the same set of colleagues.

#### **D. Applicant Status Codes**

Based on the collective decision of the search committee after the initial resume screening and candidate evaluation process, appropriate applicant status codes should be assigned in HireTouch. The codes are:

1. Not reviewed (the committee did not review submitted information)
2. Application Submitted
3. Application Complete (assigned by department to signify all requirements of application have been met)
4. Incomplete Application
5. Does Not Meet Minimum Qualifications – Education/Degree
6. Does Not Meet Minimum Qualifications – Experience/Skills
7. Meets Minimum Qualifications – Lacks Preferred Education/Degree
8. Meets Minimum Qualifications – Lacks Experience/Skills
9. Screening/Short List or Phone Interview
10. Finalist and/or On-Campus Interview
11. Withdrew
12. Offer Pending (Summary form started with intent to proceed with offer)
13. Declined Offer (Candidate received written offer but did not accept)
14. Offer Accepted (Candidate accepted written offer, start date established)

**Note:** “Declined Offer,” and “Offer Accepted” codes will need to be used as part of the Summary Form process in Chapter 4.5A.

#### **4.3 Completing the Finalist Notification Form**

A finalist for the position is a qualified applicant who is included in the list of top candidates. In general, finalists participate in the on-campus interviews for the position. Finalists may be interviewed by phone if budgetary or travel restrictions make an on-campus interview infeasible. Similar opportunities must be provided to all finalists. The decision to include an individual as a finalist should be based upon judgment of their comparative professional merit relative to the requirements specified in the job description. Only under unusual circumstances should the finalist list be restricted to one finalist.

The Finalist Notification Form facilitates a compliance review for non-discrimination and affirmative action compliance, particularly when a position has an affirmative action goal (or is underrepresented compared to peers for faculty).

The form provides the Office of Diversity, Equity, and Access with the opportunity to address any compliance issues with regard to the search process related to the selection of finalists or the diversity of the finalist pool. After review of the Finalist Notification Form by the Office of Diversity, Equity, and Access, the unit should submit the Summary form.

## **A. Required Documents**

1. Written evaluation criteria
2. Copies of all ads placed during the search
3. Interview questions

## **B. Approvals**

The following review is required for the Finalist Notification Form:

1. The Office of Diversity, Equity, and Access

If changes need to be made to a Finalist Notification Form after approval by the Office of Diversity, Equity, and Access, please contact us to discuss.

## **4.4 Changes During the Search**

It is important that the unit (after appropriate approval at the college level) requests approval from the Office of Diversity, Equity, and Access before proceeding to implement any changes to a search in progress. Approval may be requested via email to [diversity@illinois.edu](mailto:diversity@illinois.edu).

### **A. Extending a search after the closing date has passed**

1. If an extension of the search is necessary, contact the Office of Diversity, Equity, and Access to revise and repost the position announcement. Extension requests require a brief explanation.
2. If external advertising will be utilized, prepare a revised position announcement.
  - a) (The new announcement should match the initial position announcement (except for the date). “Extended Search” should be included in the heading or body of the announcement.
  - b) Minor changes to the text may be permitted; however, “revised and extended search” should be included in the heading or body of the announcement for substantive changes, including minimum or preferred qualifications. For AP positions, changes to duties or qualifications may require an updated PAPE form to be approved. Please consult AHR for guidance.

### **B. Additional Hiring**

If the Hiring Request Form initially submitted did not authorize additional hires, an approved Hiring Request Form must be submitted approving additional hires. If hiring approval was needed (via the Hiring Request form or College Hiring Plan), documentation of approval for additional hires must be provided.

### **C. Changes in the search committee**

Notify the Office of Diversity, Equity, and Access of any changes in the search committee so that we can add them to the Search Form in HireTouch. Changes that result in inconsistent review or treatment of applicants or that could result in a conflict of interest may not be approved.

### **D. Changes in recruitment sources**

Notify the Office of Diversity, Equity, and Access of any changes in the list of recruitment sources. It is important to ensure that special recruitment efforts are not negatively affected by changes in recruitment sources.

**E. Changes to position announcement**

If, during the course of a search, the committee deems it necessary to substantially and materially alter the listed qualifications or responsibilities for the position, the search should be closed and a new search initiated.

**F. Closing a search without an appointment**

If the unit decides to close the search without an appointment, an explanation is required. Also, within the explanation, indicate whether another search for this position may be requested at a later date.

## **4.5 The Summary Form**

At the conclusion of search committee deliberations, the Search Coordinator should initiate the Summary Form if the Finalist Notification Form has been reviewed by the Office of Diversity, Equity, and Access. The form documents the process of evaluating candidates and selecting finalists for on campus interviews and must explain why the proposed hire was selected over other finalists based on experiences, skills, qualifications, interview performance, and references. **Each finalist must be discussed.**

The EEO Officer/College reviews the search process as reflected in the hiring justification for consistency with internal procedures and other policies to verify the use of appropriate non-discriminatory criteria in the evaluation of finalist candidates. The review should include verifying that qualifications of the proposed appointee are consistent with the position announcement; verifying the title is consistent with the position announcement; and verifying the salary range and percent time are consistent with the Hiring Request Form. The review should also verify that the best-qualified candidate was selected. Verbal offers may be extended after EEO/College approval (see Chapter 4.6(B) below). The unit should forward those appointments requiring second level review to the Provost's Office. The Search Contact must upload the candidate's acceptance of the offer and verify all candidate status codes in HireTouch. The Office of Diversity, Equity, and Access will conduct a final compliance review and close the search.

### **A. Review of proposed appointment**

If they were not attached during the finalist stage, interview questions must be uploaded into the HireTouch Summary documentation for compliance with federal regulations. The Search Coordinator should consult with the EEO Officer of the college/administrative unit for any special requirements for submitting search and screening materials for EEO community review.

### **B. Approvals**

The following approvals are required for the Summary Form:

1. Department
2. EEO Officer/College
3. Search Contact/Department
4. Office of Diversity, Equity, and Access

## **4.6 Extending Offers**

Appropriate approvals must be secured before any offer of employment is extended as a result of a search.

### **A. Extending an Informal Verbal Offer**

A unit may extend an informal verbal offer after the EEO/College approval of the Summary Form in HireTouch (or second-level Provost review, if required) provided that the EEO procedures authorize the issuance of informal verbal offers.

## **B. Extending a Formal Written Offer**

1. A formal written offer is a signed offer letter addressed to the proposed appointee. A formal written offer cannot be issued until 1) the Finalist Notification form is approved by the Office of Diversity, Equity, and Access and 2) the Summary Form is approved by the EEOO/College (or Provost Office for second-level review, when required) certifying that the search has been reviewed for fairness and compliance with equal employment opportunity regulations.
2. Provost's Communication No. 2 "Offering Academic Positions" provides guidance on what should be included in the formal written offer letter.

**Note:** The offer should indicate if the appointment is subject to approval by the Board of Trustees.

## **C. Acceptance of Offer**

1. If the starting date, title, or salary agreed upon during negotiations after issuance of the formal written offer differs from what was originally proposed in the position announcement, these changes must be authorized by the Office of the Provost if its prior approval was required for issuance of the formal written offer. The Summary Form must be revised to reflect the negotiated offer.
2. Once the final formal written offer is made after negotiations are complete, a written acceptance containing all final terms of the hire must be returned to the hiring unit by the proposed appointee. A written acceptance can be as simple as the offer letter that includes a signature line for the appointee to indicate acceptance of the offer, or it may be evidenced by any written instrument (email, separately drafted letter, etc.) containing all material terms of the offer and returned to the hiring unit and signed by the proposed appointee.

## CHAPTER 5: APPOINTMENTS, APPOINTMENT CHANGES, AND SEARCH WAIVERS

### Chapter Overview

- Making the Appointment and Closing the Search
- Requesting Search Waivers
- Requesting Appointment Changes
- Maintaining Affirmative Action Pre-Employment Files

### 5.1 Making the Appointment and Closing the Search

Upon receipt of the appointee's written acceptance, the appointment is processed by completing the following steps:

1. Hiring unit uploads the acceptance letter into HireTouch and approves as the search contact, which then forwards the Summary Form to the Office of Diversity, Equity, and Access. The Search Contact must review all applicant status codes. "New," "In Process" and "Application Submitted" applicant codes must be replaced with appropriate codes in Chapter 4.2D.
2. The Office of Diversity, Equity, and Access conducts a final review of the justification for hire. We also verify that the appointee accepted the offer and sends email acknowledgement approval to the Search Coordinator.
3. Hiring unit uploads the accepted offer letter in to the HR Front End for appointment processing. The Front-End transaction must include both the search number and the Office of Diversity, Equity, and Access approval email.

After the proposed appointee accepts the offer, the Search Coordinator should communicate to the remaining search candidates that an appointment has been made and the search has been closed. This notification may be done through the email function within HireTouch.

### 5.2 Requesting Appointment Changes and Search Waivers

Appointment changes and search waivers may be requested consistent with Chapter 1.2 and 1.3. The appropriate HireTouch workflow should be used (i.e., Faculty or Academic Professionals). Please contact the Office of Diversity, Equity, and Access at 217-333-0885 or at [diversity@illinois.edu](mailto:diversity@illinois.edu) prior to initiating an appointment change or a search waiver for consultation.

#### A. Faculty and Specialized Faculty Appointment Change and Search Waiver Requests

Search waiver requests in accordance with Chapter 1.2 should be processed in HireTouch using the appropriate workflow for the new appointment:

- If a new appointment is requested to a faculty position, the Faculty Search Waiver Workflow should be used.
- If a faculty member is requesting an academic professional appointment, the **Academic Professional Search Waiver** HireTouch workflow should be used.

Appointment change requests in accordance with Chapter 1.3(A) and (B) should be processed in HireTouch using the appropriate workflow for the new appointment:

- If a specialized faculty member is requesting a visiting faculty appointment, the **Faculty Appointment Change HireTouch** workflow should be used.

**Note:** Requests for appointment changes and search waivers should be accompanied by appropriate justification and documentation. The requests should include the resume/vita of the individual; a discussion of the individual's qualifications for the position; and an explanation of the justification for a waiver of the search process. Items that should be addressed should include (but are not limited to):

- For Search Waivers:
  - An explanation as to why a search is not feasible or possible
  - A description of the process used to determine that the appointee is available for the position and qualified for the position
  - A statement detailing the appointee's relevant qualifications for the position
  - Information about all others who were considered and/or recommended, and why they were not selected
    - Information about other candidates should be included in nearly all cases except when the person is returning to a previously-held position
  - Any other information that can help clarify the exceptional or urgent nature of this request
- For Appointment Changes:
  - For Promotions:
    - Describe how the duties and responsibilities of the appointee have evolved from those on the original job description to those in the job description for the new title
    - If you have a promotional policy, state clearly how this person meets the qualifications and criteria laid out in that policy
    - List any other individuals similarly situated (who have either a similar title, duties similar to the original job description, or qualifications similar to the appointee's) and state why they are not being promoted at this time
    - Provide a justification for the salary increase (if requested). Please indicate specifically if those reasons include salary
  - For any change that is not a direct promotion, please provide information about the history and special circumstances surrounding the request.
  - For transfers, please make sure to state clearly that the title, position, and pay are all being transferred from one department
  - For any other special circumstances, please consult ODEA before submitting this form

## **B. Academic Professional Appointment Change and Search Waiver Requests**

Appointment changes and search waiver requests for academic professionals should be processed in HireTouch using the Appointment Change Workflow or the Search Waiver workflow.

The Campus Administrative Policy Personnel Policies: Section IX/C-16 addresses promotions for academic professionals which would be processed as appointment changes:

*The Office of Academic Human Resources (AHR) reviews and approves titles for new academic professional positions or title changes for positions with significant changes in job responsibilities. The format for submitting requests for titles for new or significantly changed academic professional positions is through a Principal Administrative Position Exemption (PAPE) form.*

### ***Significant Change in Responsibilities:***

*Before changing an existing academic professional title and/or making major duties and responsibilities changes, a Principal Administrative Position Exemption form must be submitted electronically in HireTouch. A determination will be made regarding the future status/title of the position and whether or not further approval must be sought.*

### ***Promotion of Academic Professional Employees:***

*Natural promotional lines or ladders for academic professional employees, e.g., assistant director to associate director within a unit, are sometimes appropriate to the work and needs of the unit. Where appropriate, the Campus encourages their establishment as a means of providing promotional opportunities to our best academic professional employees. (The existence of such lines does not require their use only for promotions – one has the latitude to hire a new individual if no one in the unit is well qualified for such a promotion.) Even where natural promotional lines or ladders do not exist or are inappropriate, academic professional positions can sometimes be upgraded to reflect both the needs of the unit and the capabilities of the individual involved.*

*Such upgrades could involve both a redefinition of the job to involve higher-level assignments and an upgrading of the title as well as the salary. Normally a PAPE is required. Both the development of lines or ladders and the upgrading of an individual job position with title change require two forms of review and action: 1) by the Office of Academic Human Resources and 2) by the Office of Diversity, Equity, and Access. Academic Human Resources reviews the PAPE and the Office of Diversity, Equity, and Access reviews the search plan or proposed waiver of search based on promotion. Please note that promotion should normally occur at the time of reappointment (i.e., effective August 16). Any requests for mid-year promotions with salary increases must be justified under extraordinary circumstances involving a clear change in duties, a salary inequity, or a counter offer.*



The Office of Diversity, Equity, and Access will consider several factors (as appropriate) to review academic professional appointment change form requests:

- a) Whether the unit has an internal promotion policy that has been reviewed and approved by the college/unit.
- b) Whether an internal to unit search 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 titles?
- c) Whether the proposed change is consistent with the principles of affirmative action, equal employment opportunity, and diversity
- d) Whether there is an Affirmative Action goal for the position's job group
- e) Whether the change will create the opportunity for a vacancy to be filled through a competitive search
- f) Whether the salary increase affects the affirmative action plan salary equity
- g) Whether the position involves an academic professional eligible for and participating in the Campus Relocation Plan or other similar programs administered by Academic Human Resources
- h) Whether the promotion involves a new position or is a change in the employee's existing position

**Note:** Requests for appointment changes and search waivers should be accompanied by appropriate justification and documentation. The requests should include the resume/vita of the individual; a discussion of the individual's qualifications for the position; and an explanation of the justification for the non-competitive process. If the request is based upon reorganization, the existing organizational chart and proposed organizational chart should be submitted. When possible, appointment changes resulting from reorganizations should be submitted at the same time for collective review and consideration. Items that should be addressed in the justification include (but are not limited to):

- For Search Waivers (waivers for Academic Professionals are approved only under exceptional circumstances):
  - An explanation as to why a search is not feasible or possible
  - A description of the process used to determine that the appointee is available for the position and qualified for the position
  - A statement detailing the appointee's relevant qualifications for the position
  - Information about all others who were considered and/or recommended, and why they were not selected
    - Information about other candidates should be included in nearly all cases except when the person is returning to a previously-held position
  - Any other information that can help clarify the exceptional or urgent nature of this request
- For Appointment Changes: [See Appointment Changes for Academic Professionals](#)

### C. Processing Appointment Changes and Search Waivers

**Neither an informal verbal offer nor a formal written offer can be extended until the appointment change or search waiver is approved by the EEO, the Office of Diversity, Equity, and Access and the Office of the Provost (for budget approval).** After final approval from the Office of Diversity, Equity, and Access, a formal written offer, which is a signed offer letter addressed to the proposed appointee, may be issued. Provost's Communication No. 2 "Offering Academic Positions" provides guidance on what should be included in the formal written offer letter.

**Note:** The offer should indicate if the appointment is subject to approval by the Board of Trustees.

Once the final formal written offer is made, a written acceptance containing all final terms of the hire must be returned to the hiring unit by the proposed appointee. A written acceptance can be as simple as the offer letter that includes a signature line for the appointee to indicate acceptance of the offer, or it may be evidenced by any written instrument (email, separately drafted letter, etc.) containing all material terms of the offer and returned to the hiring unit and signed by the proposed appointee.

Upon receipt of the appointee's written acceptance, the appointment is processed in HR FrontEnd by the hiring unit uploading the acceptance letter and including the appointment or waiver approval number.

## **D. Academic Hourly Appointment requests**

Appointment forms for Academic Hourly employees should be processed in HireTouch using the Academic Hourly Appointment workflow in HireTouch. These appointments are to address certain specialized and urgent needs from departments in accordance with Academic Human Resources' policies (<http://www.ahr.illinois.edu/employees/current/achourlies.html>). The Office of Diversity, Equity, and Access is required to maintain sufficient documentation for these appointments.

The following apply to the Academic Hourly Appointment Form:

- The Academic Hourly Appointment Form needs to be completed for all new hourly employees who do not have active Academic Hourly appointments in Banner/HRFE
- Transfers or movement to another department, when the job in the home department is ending, may also require an Academic Hourly Appointment Form.
- The form needs to be accompanied by an approved job description
- Approval of form will need to occur before the hire starts
- Appointments where multiple finalists were considered need to be accompanied by resumes or application documents for all other non-selected finalists, along with explanations for non-selection.
- Some Academic Hourly appointments do not require an Academic Hourly Appointment Form to be completed, including:
  - Appointments for individuals returning to work in an active job
  - Appointments for individuals with an existing active appointment in their home department which has not ended

If questions arise, please contact the Office of Diversity, Equity, and Access for guidance.

### **5.3 Maintaining Affirmative Action Pre-Employment Files**

In compliance with Federal civil rights record-keeping regulations, the HireTouch System will be the primary means by which employment search files are retained.

## Appendix A

### Search Process Suggested Time Frames

Position Type	Search Type	Suggested Minimum Search Time	Special Recruitment Sources	Mandatory Recruitment Sources Chapter 3.4(c)
<b>Tenure and Tenure – Track Faculty</b>	<b>External with Additional Recruitment</b>	2-4 weeks	Yes	1. HireTouch Job Board 2. AbilityLinks.org 3. HigherEdJobs.com + affirmative action email 4. BTAA Doctoral Directory <a href="http://www.cic.net">http://www.cic.net</a> 5. Illinois Diversity (illinoisdiversity.com) 6. Southern Regional Education Board DSP Scholar Directory <a href="http://dspdirectory.sreb.org">http://dspdirectory.sreb.org</a>
<b>Academic Professional positions: Entry-level, Mid-level, and Senior-level Specialized Faculty positions</b>	<b>External</b>	2-4 weeks	Yes	1. HireTouch Job Board 2. AbilityLinks.org 3. HigherEdJobs.com + affirmative action email 4. Illinois Diversity (illinoisdiversity.com)
<b>Academic Professionals – Internal to Campus</b>	<b>Internal to Campus</b>	2 weeks	No	1. HireTouch Job Board with internal email to those in unit
<b>Academic Professionals</b>	<b>Academic Human Resources Programs, (i.e., Campus Relocation Program)</b>	2 week	No	1. HireTouch Job Board with email to those in Academic Human Resources Programs

## Appendix B-1

### SAMPLE ADMINISTRATIVE CANDIDATE RATING FORM

\_\_\_\_\_ (AP Title)

Candidate: \_\_\_\_\_

Review Date \_\_\_\_\_

1. <b>Credentials, Skills, and</b>	2. Yes	3. No	4. Not
5. Bachelor's Degree			
6. Managerial Experience			
7. Event Planning Experience			
8. Supervisory Experience			
9. Office Tech Experience			
10. <b>Desired</b>			
11. Master's Degree			
12. Desired Specialization			

After reviewing the application letter, resume and recommendations (if applicable), please rate the following criteria on a scale of 1 to 5, with 5 being the highest:

1. References \_\_\_\_\_

2. Preparation Provided by Prior Work Experience \_\_\_\_\_

3. Knowledge of or Ability to Adapt to Department Needs \_\_\_\_\_

4. Other Comments: \_\_\_\_\_

Total Candidate Score \_\_\_\_\_

Should we interview this candidate? \_\_\_yes \_\_\_no \_\_\_unsure

\_\_\_\_\_  
Reviewer

\_\_\_\_\_  
Date

<sup>1</sup> List skills and abilities required for successful performance of the job. Included on this table are a mix of general skills and

more specific skills to aid in generating ideas for the types of skills that should be listed for assessment, dependent on the position.

## Appendix B-2

### Evaluation Criteria

Candidate: \_\_\_\_\_ Position Applied For: \_\_\_\_\_

- |   | Yes/No |
|---|--------|
| 1. Qualifications   |        |
| A. Required Degree (MA/PhD)   | _____  |
| B. Preferred Degree (ABD/PhD)                                       | _____  |
| C. Strength of Educational Background<br>(Specialization & Breadth) | _____  |
| D. Additional Certifications  | _____  |
| 2. Scholarship/Scholarship Potential                                |        |
| A. Publications   | _____  |
| B. Grants   | _____  |
| C. Academic Record/Transcripts                                      | _____  |
| D. Incorporation of Diverse Subject Matter                          | _____  |
| E. Conferences/Presentations  | _____  |
| F. Awards & Honors  | _____  |
| 3. Teaching Experience  |        |
| A. Undergraduate  | _____  |
| B. Graduate   | _____  |
| C. Experience with Diverse Populations                              | _____  |
| D. Other  | _____  |
| 4. Ability to do Academic Advising for Majors                       | _____  |
| 5. Ability to Mentor Students                                       | _____  |
| 6. Professional Service & Community Involvement                     |        |
| A. In-Service Workshops/Consultant                                  | _____  |
| B. Service on Professional Boards or Committees                     | _____  |
| C. Service on College/University Committees                         | _____  |
| D. Organizational Memberships/Conference Awards                     | _____  |
| 7. References   | _____  |
| 8. Other Comments:  |        |

Should we interview this candidate? \_\_\_yes \_\_\_no \_\_\_unsure

\_\_\_\_\_  
**Reviewer**

\_\_\_\_\_  
**Date**