

University of Illinois Urbana-Champaign

Recruitment and Hiring Guidelines Effective December 1, 2023

Illinois Human Resources
humanresources.illinois.edu
ihr@illinois.edu
217.333.2137

Office for Access and Equity
oae.illinois.edu
accessandequity@illinois.edu
217.333.0885

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1. Introduction

The University of Illinois at Urbana-Champaign is committed to excellence and inclusivity by creating and maintaining an environment that is diverse, inclusive, and free of discrimination. The Recruitment and Hiring Guidelines document is integral to the University's hiring practices which reflect our values and dedication to equal employment opportunity, affirmative action, and diversity. It includes best practices to ensure the hiring process is inclusive, transparent, and compliant. It is important to understand the differences between equal employment opportunity, affirmative action, and diversity.

Equal employment opportunity means that all individuals must be treated equally in all employment decisions, including recruitment, selection, promotion, transfer, merit increases, salary, training and development, demotion, and separation. Each candidate must be evaluated on the basis of their ability to perform the duties of the position without regard to race, color, religion, sex, pregnancy, disability, national origin, citizenship status, ancestry, age, order of protection status, genetic information, marital status, sexual orientation, gender identity, arrest record status, unfavorable discharge from the military, or status as a protected veteran (see the University's [Nondiscrimination Policy](#)). The University is committed to ensuring that equal employment opportunity is the standard practice.

Affirmative action requirements, (see [Affirmative Action](#) for detailed information), are intended to ensure that applicants and employees of federal contractors have equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment, without regard to their protected class mentioned above. Affirmative Action requires additional efforts be made to increase employment opportunities for women and members of underrepresented groups when there is underutilization in a job classification. Affirmative action also requires the university to demonstrate a good faith effort to recruit, employ and advance in the employment of qualified individuals with disabilities and veteran status.

Diversity is a broader, more inclusive concept including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national

origin, religious commitments, age, disability status, political perspective, etc. The University is committed to diversity and welcomes, values, and engages people with various backgrounds, perspectives, and experiences. The search and hiring processes assist the University in demonstrating its commitment to diversity in the recruitment and selection process.

Hiring processes are also subject to federal and state regulations and search committee chairs are charged with developing and maintaining information about the decisions made at the different steps of the hiring process. Records should support that the process was focused on job-related requirements, skills, and abilities. All search-related materials including interview notes (should not include the search committee member's memory aides/notes), evaluation documents, copies of advertisements/notices, interview questions, and [reference checks](#) must be compiled and uploaded to Cornerstone (applicant tracking system). In addition, all applicants must be assigned a [disposition code](#) in Cornerstone to signify their final status in the search (i.e., how far they advanced into the review process). According to federal law, the materials must be kept for three years after the calendar year in which the records were created.

Search committees play a critical role in shaping the future of the university by identifying promising candidates who will increase the success of the campus. This document should be used by EEO officers, vice-chairs, assistant vice-chairs, hiring managers, diversity advocates, search chairs, search committee members, and search coordinators to guide them in understanding their roles and responsibilities.

2. Key Roles and Trainings

The Recruitment and Hiring Guidelines include several key roles that support affirmative action, equal employment opportunity, and diversity initiatives in addition to human resource efforts related to recruitment and hiring.

A. Affirmative Action Planning and Analytics Division, Office for Access and Equity (OAE)

The [Affirmative Action Planning and Analytics Division](#) in OAE is charged with overseeing and monitoring the compliance and diversity aspects of the Hiring and Recruitment Guidelines. This division creates the affirmative action reports which contain the annual placement goals for women and minorities in job groups where underutilization is identified. Underutilization of minorities and women exists in a job group when the actual number of minority and/or women employees is less than the number that would reasonably be expected based on their availability in the workforce. There is also a utilization goal for individuals with disabilities and a hiring benchmark for veterans. OAE notifies colleges/administrative units, hiring managers, search committee members and coordinators of the goals.

B. Office of the Provost

The Office of the Provost oversees the [Provost Communications](#). See below for the Provost Communications that intersect with the recruitment and hiring processes for academic appointments.

- [Communication #2: Offering Academic Positions](#)
- [Communication #3: Appointments of Faculty, Specialized Faculty, and Academic Professionals](#)
- [Communication #4: Faculty Excellence Program](#)
- [Communication #5: Term Professorial Appointments \(“Q” and “W” Appointments\)](#)
- [Communication #6: Named Faculty Appointments](#)
- [Communication #7: Targets of Opportunity Program \(TOP\)](#)
- [Communication #8: Dual Career Academic Couples Program](#)
- [Communication #25: Employment Guidelines for Specialized Faculty Holding Non-Tenure Systems](#)

C. Illinois Human Resources

Illinois Human Resources (IHR) is responsible for managing, supporting, and providing expertise in the recruitment and hiring processes for all employee groups through the administration of hiring tools and technology and overseeing, facilitating, and ensuring compliance with the civil service hiring process.

D. Talent Acquisition Partner/IHR Talent

IHR staff advises and assists units on recruitment for all staff positions and can provide assistance with faculty searches when needed. IHR ensures all vacancies are posted with appropriate language to the university online job board and other related websites.

IHR staff work with the hiring unit to coordinate all aspects of civil service recruitment and selection. IHR staff advise on and ensure broad recruitment efforts are undertaken, including posting, social media, etc. Staff ensures civil service applicants are qualified and referred according to State Universities Civil Service policies, working collaboratively with the hiring unit where allowable.

E. College/Administrative Unit Executive Officers

The college/administrative unit executive officer is 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. The College or Administrative Unit Executive Officer appoints the EEO Officer, the Vice-Chair, and if applicable, the assistant vice-chair on an annual basis.

F. Hiring Manager

The hiring manager appoints a [search committee](#) to recruit, review, interview, and make candidate recommendations. They also provide the [committee charge](#) before the search committee can begin their work. The hiring manager makes the final hiring decision, in consultation with their organizational leadership. Please refer to the [Search Process Toolkit](#) to review resources including Hiring Manager Guidelines and Forming a Search Committee document.

The hiring manager must avoid serving on the 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.

However, for certain overtime eligible civil service vacancies, a full committee is not required, and the search can be coordinated by the hiring manager. The hiring manager should follow the same best practices as a search committee would in evaluating applications. IHR will advise if this is appropriate for the vacancy.

For all vacancies, the hiring manager must complete [DiversityEdu](#) before they can access applicant materials in the applicant tracking system.

G. Equal Employment Opportunity Officer (EEO Officer)/Vice Chair

The [EEO officer/vice-chair](#) is at the college/administrative unit level and is charged with oversight responsibilities of ensuring the search process is applied consistently with the University's affirmative action plan and that diversity initiatives for faculty and staff across the college/administrative unit are implemented. In academic colleges, the EEO officer must be a tenured faculty member; in administrative units, the EEO Officer must be a senior administrator. The EEO vice-chair will assist with the responsibilities listed for the EEO officer and should be a senior administrator with significant human resource and search expertise. The college/administrative unit may also appoint assistant vice chairs who assist with the EEO officer/vice-chair role. These roles are appointed by the dean/executive officer of the college/administrative unit.

H. Diversity Advocate

The [diversity advocate](#) serves as an advocate for diversity as a core component of excellence in the search process. For tenure-track faculty searches, the diversity advocate must be a tenured faculty member. For all other positions, the title of the diversity advocate should be at the same level or higher than the position being filled. The diversity advocate must be a member of the search committee or be available to attend all committee meetings and have completed [DiversityEdu](#) before they can access applicant materials in the applicant tracking system.

I. Search Committee Chair

The [search committee chair](#) serves as the leader of the search committee, coordinating the committee and facilitating the relationship between the committee and the hiring manager for the search. The search committee chair should chair committee meetings and must have completed [DiversityEdu](#) before they can access applicant materials in the applicant tracking system.

J. Search Coordinator

The search coordinator plays a critical role in coordinating the search process and assist the key roles in the search process, including the search chair, the search committee members, the diversity advocate, and the EEO officer. 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 processes for hiring, and serving as a resource for the Recruitment and Hiring Guidelines. The search coordinator should ensure the scheduling of all committee meetings and interviews.

K. Search Committee Member

[Search committee members](#) perform a variety of tasks under the direction of the search committee chair. They serve in an advisory role since the ultimate responsibility of hiring rests with the hiring manager for the position. The search committee members must have completed [DiversityEdu](#) to serve on a committee. All search committee members should be open-minded, committed to diversity, able to negotiate conflict to achieve group results, and knowledgeable in the area/field/responsibilities of the advertised position. It is also encouraged to involve individuals from outside a hiring department or the University to serve on a search committee to share insights, challenge assumptions, and bring lessons of experience from other perspectives, disciplines, and organizations.

For faculty, specialized faculty, academic professional, and civil service overtime exempt searches, there must be at least three individuals and include a diverse representation in terms of demographic characteristics and/or expertise. The search committee chair and diversity advocate can count as two of the members on the

committee but there must be at least a total of three individuals. If you choose to use a search committee for civil service over time eligible positions, there must be at least two individuals serving on the committee that does not include the hiring manager. If changes need to be made to any of the roles after the search has been posted, please email [OAE](#). Changes that result in inconsistent review/treatment of applicants or that could result in a conflict of interest may not be approved.

L. Trainings

Search teams work together in an important role to recruit and evaluate the most qualified applicants. It is essential to ensure an inclusive and equitable search process, and the first step is to be confident in understanding your role. Prior to reviewing any applications, please visit the [OAE website](#) and complete the [training](#) that is specific to your role.

[DiversityEdu](#), the online search educational program, must be completed by the hiring manager, diversity advocate, search chair, and search committee members before they can access applicant materials in the applicant tracking system. To ensure an efficient search process, it is highly recommended to complete [DiversityEdu](#) before the announcement is posted. For faculty searches, please complete [The Influence of Unconscious Bias in Decision Making \(Faculty Search Committees\)](#) and for staff searches, please complete [The Influence of Unconscious Bias \(Faculty and Staff\)](#). A list of those who have completed the program is [updated daily](#).

3. Conflict of Interest

Conflicts of interest may occasionally arise based on roles in the search process and on professional or personal relationships. Conflicts of interest can be actual, potential, or perceived. Conflict may arise from a number of circumstances, including but not limited to those listed below:

A. Conflicts of interests arising from a relationship between a candidate and a person involved in the search process

University policies on ethics, conflicts of interest, nepotism, and intimate relationships strictly prohibit university employees from making or influencing, directly or indirectly, hiring/employment decisions regarding an immediate family member or a person with whom they are in, or have been in, an intimate relationship. Where an employee becomes aware of a situation that raises such a conflict of interest, they must take appropriate measures to disclose and remedy the conflict, which may include but are not limited to removal of the employee from the search committee or other role they may play in the search process. Failure to take such steps may constitute employee misconduct under applicable policies and may result in discipline.

In addition, a search committee member or other employee playing a role in the search process may have a past personal or professional relationship with a candidate that is outside of the categories described in the previous paragraph. In such cases, even if no university policy requires disclosure or recusal, it is recommended to disclose to the search chair the nature of the relationship and to discuss appropriate measures to maintain the climate of integrity around the search process. IHR and OAE can be consulted in this regard. No person serving on the search committee or in a decision-making role should serve as a reference for a candidate in that search.

Finally, a person serving as a search committee member or in another role in the search process may decide to apply for the open position themselves. In such cases, the employee should withdraw from any search-related roles, and IHR and OAE should be consulted to ensure that the employee's prior involvement in the search process does not create an unfair advantage against other applicants or otherwise undermine the climate of integrity around the search process. It's recommended to use the [Search Committee Member Acknowledgement](#) document before a search begins.

B. Conflicts of interest among people involved in the search process, or among different roles played by the same person

The search committee is designed to be advisory to the hiring manager in the search 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/administrative unit oversight objectives. When individuals perform multiple roles in the search process, there is the possibility that one or all those multiple roles may be compromised or less effective. Therefore, the hiring manager 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. (Note: It is fine for someone who is a committee member to be assigned a function on the committee, such as the chair and/or diversity advocate. This is not considered a conflict.)

In addition, where an employee and their supervisor are both serving alongside each other as members of a search committee, that can lead to a perception that the judgments and input from the supervisee are not fully independent and that there is an explicit or implicit expectation for the supervisee to agree with their supervisor's recommendations. For these reasons, care should be taken when assembling a search committee to ensure that such perceptions are avoided or mitigated.

C. Actions to remedy conflicts of interest

In any of the above situations, or any other situation involving an actual, potential, or perceived conflict of interest, action must be taken to manage the conflict and maintain the integrity of the search and selection process. The conflict must be disclosed to the EEO officer or vice-chair and the Affirmative Action Analytics and Planning Division in OAE in writing to determine the appropriate strategy for managing the conflict.

Strategies may include, but are not limited to, the following:

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

4. Confidentiality

One of the critical aspects of the search process is ensuring confidentiality of applicants. This outline should assist search committee members in understanding their responsibility in maintaining confidentiality.

1. Complete confidentiality in the search process is essential in order to attract qualified candidates who trust that their information will not be prematurely disclosed.
2. Search committee members will have access to private personnel data, and each search committee member must take all necessary precautions to safeguard the information received.
3. The identity of all applicants is private except for those who are asked and accept the invitation to interview on campus. Names of applicants must never be released or shared with others, even after the search process is complete.
4. Private data on applicants must not be discussed or shared with anyone outside the screening committee except as specifically authorized by the search coordinator and/or OAE.
5. Additional considerations in the search process:
 - Be sure to protect data so that others cannot gain access. For example, take care if making photocopies of search data, safeguard information that you have in your files (including notes, etc.), and avoid discussing information where others might overhear it, such as hallways, elevators, or open offices.
 - If you are contacted by someone who wishes to discuss a candidate, refer the caller to the search chair or the search coordinator. Do not acknowledge whether the person is an applicant, since that would give information that is private.
 - The search chair along with the search coordinator will approve any information about the search that search committee members are permitted to share with others.

- It's best to avoid statements about precise numbers of candidates or the exact timetable, since those may change.
- Once the final debrief meeting has occurred committee members will be advised to destroy all notes pertaining to the search process.
- Be careful when taking notes in interviews, filling out evaluation forms, etc. For example, a legitimate concern about the date of the candidate's degree could be interpreted as age discrimination if your notes say something like, "Ph.D. in 1974!!!!" Consider only information that is relevant to the process-for example, whether the candidate has the necessary experience, education and skills for the position, or where there appear to be gaps in the needed qualifications.

Communication about the search process in general is an important aspect of the search committee members role, even though they are limited in providing data about specific applicants.

5. Appointments

Every effort should be made to advertise and evaluate applicants for vacant positions. Search procedures have been developed 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 affirmative action legislation, civil service hiring rules, and offers assurance that units are hiring the most qualified candidates. However, a limited number of appointments may be made without going through the search procedures.

While efforts are made to identify scenarios throughout these guidelines, special circumstances may arise requiring additional clarification or documentation. IHR/OAE/Office of the Provost will advise as necessary.

A. Appointments that Require an External Search

The requirement to conduct a search on the university job board, in the absence of extraordinary circumstances, applies to all the following appointments:

1. Senior Faculty Administrative positions with the following titles:
 - a. Dean
 - b. Director of School
2. Tenure System Faculty Positions:
 - a. Professor
 - b. Associate Professor
 - c. Assistant Professor
3. Specialized Faculty Positions
 - a. Instructor or Senior Instructor
 - b. Lecturer or Senior Lecturer
 - c. Visiting and Adjunct Positions (modifying any title)
 - d. Teaching Research Associates
 - e. Clinical/Research/Teaching Assistant Professor
4. Academic Professional positions (including any modifier)
5. Civil Service positions

B. Appointments Eligible for an Internal Search

An internal search is a search that is limited to candidates who are current University of Illinois Urbana-Champaign employees (with possible additional limitations to certain categories of employees). Internal searches are permissible in appropriate circumstances, as an exception to the general principle that all positions at the university should be filled via a public and competitive process that is open to all qualified candidates.

A hiring official who wishes to conduct an internal search for an open position must communicate that request, including rationale, in writing to [OAE](#) for approval. Requests for internal searches will be evaluated based on the following criteria:

1. Is there a requirement, either in the University Statutes or in any other policy or rule, that the person appointed to the open position be a current University of Illinois Urbana Champaign employee?
2. Are there bona fide qualifications of the open position that make it virtually impossible for a person outside the university to be considered?
3. How will the decision to conduct an internal search affect affirmative action hiring goals?
4. Is the decision to approve an internal search consistent with the best interests of the university?

A unit's need to fill a position quickly will generally not be sufficient to justify an internal search. In such cases, an interim appointment may be appropriate while a standard search is conducted.

When an internal search is approved, the announcement of the search should be communicated in an equitable manner to all relevant employees. Care should be taken to ensure that internal communications regarding the search (a) respect the privacy and confidentiality of the process and the candidates, (b) convey that all interested employees are welcome to apply and will be considered on their merits, and (c) maintain a climate of integrity surrounding the search process.

C. Senior Faculty Administrative Positions Eligible for an Internal Search or Appointment Change

For senior faculty administrative positions which require the incumbent must be a current faculty member, the position can be posted to the internal job board through the applicant tracking system, so that applications can be collected online. If the position is posted to the internal job board, the standard appointment form would be submitted at the end of the search to obtain approval before offering the position. Alternatively, if the hiring unit would prefer, applications can be collected via email instead. In this case, an appointment change form would be submitted to obtain approval before offering the position. Regardless of how applications are collected, please include information about all finalists in the documentation.

Good faith efforts for senior faculty administrative positions should include notifying all tenured faculty of the position opening and encouraging those interested to apply as directed in the announcement.

Senior faculty administrator positions which can be filled as stated above include:

1. Associate Dean or Assistant Dean
2. Head, Associate Head or Assistant Head
3. Department Chairs

D. Appointments Eligible for a Search Waiver

A search waiver is approval to hire an individual directly into a specific appointment in lieu of a search with recruitment.

The following positions are eligible for a search waiver:

1. Provost's Communication No. 4, "Special Recruitments in Support of Institutional Priorities"
 - a. Targets of Opportunity Program
 - b. Dual Career

If you have questions regarding the above waivers, please contact the Office of the Provost.

2. 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)
 - a. Temporary Employment Vacancies (Academic Hourly/Extra Help Appointments)

Note: If the hiring unit would like to post an announcement for an academic hourly vacancy on the university job board, to accept applications through the applicant tracking system, the full search process must be complete.
 - b. Temporary Specialized Faculty Positions
 - i. These positions should generally be filled through an open and competitive process unless there is an urgent and unforeseen circumstance.

3. Special circumstances at the discretion of OAE, examples include:
 - a. An individual named in an externally funded grant
 - b. Groups of employees who join the campus workforce by institutional decision, e.g., a previous state program becomes a campus program
 - c. Coaching positions
 - d. Occasional unique appointments recommended by the Chancellor

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. For specialized faculty, a search waiver length should be for a limited time (i.e., one semester) to address the immediate need unless there is a unique need that is discussed with OAE. For extra help, IHR will monitor the hours in accordance with civil service statues and rules.

E. Acting/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 an academic professional position is vacant, and the college/unit needs to fill the position for a limited period of time (up to 12 months) preparatory to a full search, the college/unit may make an interim appointment of an existing University of Illinois Urbana Champaign employee. The acting modifier should be used when the incumbent is expected to return to the position. The college/unit should undertake the following steps:

1. Solicit nominees in either one or both of the following ways:
 - a. Consult with leadership, executive committees and/or stakeholders to identify a diverse range of qualified individuals and conduct active outreach to those individuals to invite them to submit their names for consideration
 - b. Announce the opportunity within the college or unit and give a date by which letters of interest (CV/resume) must be submitted by
2. For interim appointments, indicate that a search will be conducted in the future to permanently fill the position

3. Interview and/or review materials from interested employees who are best qualified
4. To preserve the fairness and equity of the external search process, individuals who may potentially be interested in the permanent vacancy should generally not be appointed to the interim role
5. Inform the acting/interim appointee that they have a right to return to their position at the end of the acting/interim appointment
6. Complete the Cornerstone Acting/Interim Appointment

If an acting/interim appointment needs to be extended past the 12 months, a proposal and extension request will need to be submitted in Cornerstone. This request will be reviewed/approved by the EEO Officer/Vice Chair and OAE. The extension must not be granted until the form has been approved.

F. Promotions and Title Changes

A promotion is when an employee's duties in their current position evolve with significantly greater responsibilities or to a level that is classified with a higher title or higher salary potential. A promotion does not create a vacancy. All promotions, title changes and/or any other employment decisions should follow affirmative action/equal employment opportunity regulations.

An appointment change or reclass must be submitted for the following positions:

1. Academic Professional and Civil Service
 - a. Promotions (as defined above)
 - b. Retention/counter offers in which the title will be changing
 - i. If a retention/counteroffer involves only a salary change, please complete the off-cycle pay request.
 - c. The movement of a single position, the incumbent, and the related salary from one unit to another provided the heads of both units agree. In these instances, there cannot be a title or salary change.
 - d. The reassignment to another position with similar duties and a similar rate of pay within the University.
2. Academic Professional positions only

- a. Requesting to remove the visiting modifier if the position announcement did not state the appointment may become permanent in the future.
 - i. If the announcement is advertised with a statement that the position may become non-visiting or permanent in the future, then an appointment change is not required to remove the visiting modifier.
- 3. Faculty, Academic Professional and Civil Service positions
 - a. Reclassifications or Employee Group Change: Over time as an employee's duties/responsibilities expand or shift, their positions may need to be reassessed to determine if a different employee group may be appropriate. Please consult with IHR before starting this process.
 - i. For a position that will move from Academic Professional to Civil Service, or from Civil Service to Academic Professional, the staff appointment change form would be used.
 - ii. For a position that will move from Academic Professional to Specialized Faculty, use the faculty appointment change form.
- 4. Specialized Faculty
 - a. Promotions (as defined above), which include the following titles:
 - i. Instructor to Senior Instructor
 - ii. Instructor/Senior Instructor to Lecturer
 - iii. Lecturer to Senior Lecturer

Please note, tenure system faculty and clinical/research/teaching faculty are exempt from the appointment change process if being promoted into an associate or full level of their current position. These promotions follow the [Provost Communication](#) 9 or 26 processes; please consult the Office of the Provost as needed.

A job description only workflow must be submitted for the following changes:

- 1. Org Code Change: A group of individuals moving from one home org to another home org in which the first three digits are changing. Title and salary should remain the same.
- 2. A title change only, which is not a promotion (such as a title realignment or title correction).

G. Appointments Exempt from the Search Process

Exempt positions are those which do not require the conduct of a competitive search in accordance with these guidelines. The exemption, however, does not preclude units from filling a vacancy through an open and competitive process, at the unit's discretion. Appointments exempt from the search process, do not exempt a position from affirmative action requirements and equal employment opportunity regulations.

The following new hires and new appointments are exempt from the search requirement:

1. Faculty positions with "emeritus" in the title
2. Postdoctoral research associates/fellows
3. Visiting scholars
4. Interns with an e-class of B*
5. Medical or Veterinary Medicine Residents
6. Graduate and undergraduate employment
7. 0% non-visiting appointments with or without an administrative increment; provided, however, the position is not a senior faculty administrator position (see 5C above for additional information about senior faculty administrators)
8. Civil Service interns/apprentices
9. Civil service layoff placements with bumping rights
10. Civil service dismissal in probation with retreat rights
11. AP to CS reclassification

6. Search Firms

Public Act 97-0814 limits the use of search firms by public universities in Illinois. The [Search Firm Policy](#) at the University of Illinois stipulates that requests for the use of a search firm must conform to one or more of the following criteria:

- 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 area of higher education

Requests approved by the campuses will be forwarded to the President for final approval. Search firms may only be engaged after the campus/department receives the final written approval from the President.

When a search firm is approved, please select the search firm option on the requisition. All applicants will then be required to apply through the search firm and the department will manually add applicants to the requisition as they apply. When the applicants are added to the requisition, OAE will manually send out the self-id form. Before a search firm is used, please contact [OAE](#) to discuss the process.

7. Recruitment/Advertising Plan

Units must develop a recruitment and advertising plan that will increase the likelihood of generating a diverse pool of applicants. If possible, all search committee members should be actively involved in the recruitment process. IHR assists in this process through advice and specific recruitment efforts on behalf of the unit and university. Please see below for some recommendations:

- Reach out to professional organizations representing diverse groups
- Contact affinity groups, cultural centers, career centers, and alumni groups affiliated with universities
- Attend conferences, seminars, job fairs, and networking events
- Use social networking such as LinkedIn or Facebook. Join groups and connect with professionals in your field to increase your networking activities

- Develop relationships with Minority Serving Institutions and the Illinois Committee on Black Concerns in Higher Education
- Review what Recruitment sources and databases would be useful to recruit for the position you are hiring
- Send job postings to local worship centers and community groups

Positions will automatically be posted at the sources listed at the top of the [Recruitment Sources](#) webpage. Copies of all print and online advertisements that are not automatically posted must be collected by the search coordinator and uploaded into Cornerstone as part of the search documentation. In addition, any [good faith efforts](#) conducted such as emails, calls, social media posts, or other outreach efforts, should be documented and evaluated using the spreadsheet provided by OAE. The requisition submitter, hiring manager, diversity advocate, search committee chair and committee members will receive the good faith effort spreadsheet, along with additional search process guidance from [OAE](#).

To assess recruitment efforts, applicant source codes can be used to track where an applicant found out about your vacant position. For more information, please see the [Custom Applicant Source Code job aid](#).

8. Job Description

The job description is a document that outlines the primary responsibilities, essential functions, expected outcomes, reporting relationships, and required and preferred qualification for staff and administrator positions. The job description serves as the basis for the position or vacancy announcement. The approved job description serves as the basis for the position or vacancy announcement. The approved job description from JDX will automatically feed into the Cornerstone requisition, which creates the position announcement.

Minimum qualification requirements that encompass education and experience must be stated and are approved during the job description review process with IHR's

Classification unit. Minimum qualifications for civil service positions are prescribed by the State Universities Civil Service Systems class specifications.

As the job description is being created, please be mindful of best practices around inclusive job descriptions. Also, the [Gender Decoder](#) should be used to quickly check subtle bias in the job description and therefore the position announcement. The required and preferred qualifications must be used as criteria in the selection process.

9. Position Announcement

The position announcement will be created from the job description and should include the below required elements of the full position announcement.

1. Location of position, which includes:
 - a. Name of the department of unit
 - b. “University of Illinois at Urbana-Champaign” or other location of the position
 - c. If remote or hybrid options are available for the position, please state this in the ad
 - Fully-onsite – Work for this position will be expected to work at the University of Illinois Urbana-Champaign campus (OR LOCATION) on a full-time basis per the University’s [Workplace Flexibility policy](#).
 - Hybrid - Hybrid work options may be available for this position, with the ability to be on-site at the University of Illinois Urbana-Champaign campus (OR LOCATION) as needed per the University’s [Workplace Flexibility policy](#).
 - Fully Remote - Fully remote work may be possible for this position per the University’s [Workplace Flexibility policy](#).

Please do not add a statement that the position is not available for remote or hybrid options until you have consulted with [OAE](#)

2. Rank and/or Title

- a. For all staff positions, the working title on the approved job description must be used. For academic professional positions, any “Visiting” or other modifiers designating temporary status must be added 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

3. A statement of duties and qualifications

- a. The approved job description will feed from JDXpert to the job announcement in Cornerstone. Please do not make any changes in Cornerstone to the approved language. If changes need to be made, please contact IHR. Cornerstone.
- b. To allow flexibility, when possible, 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”.

4. Salary statement

- a. For all academic professional and civil service positions, it is required that the minimum salary, target salary, target salary range, or salary range be stated on the position announcements.
 - When posting a salary range: The offer provided to the proposed appointee may not be outside the total approved offer salary range.
 - The position announcement may include one of the following statements, unless the position is covered by a collective bargaining agreement that sets specific wage amounts.
 - Final salary offered will be determined by a thorough assessment of available market data, internal salary equity, candidate experience and qualifications, collective bargaining agreements, and budget constraints.
 - We strive to provide a competitive salary, considering factors such as available market data, internal equity, candidate

experience and qualifications, collective bargaining agreements, and budget constraints. The final salary offer will be determined through a thorough assessment of these elements.

- Salary is competitive and commensurate with qualifications and experience, while also considering internal equity.
- b. For faculty positions, the announcement may state that the salary is negotiable commensurate with experience.

5. Appointment status

- a. Indicate if the position is faculty, academic professional, or civil service
- b. Indicate if the position is regular or visiting
- c. Indicate the percent time of the appointment
- d. If there is a possibility the appointment status will change, the following statements should be included:
 - For visiting positions, "Positions may become regular at a later date."
 - For part-time positions, "Percent time may increase at a later date."

6. Sponsorship

- a. If sponsorship for work authorization is not available for an over-time exempt position (Academic Professional or Civil Service), the job announcement should indicate the following statement:
 - "Sponsorship for work authorization is not available for this position."
- b. Faculty positions will, in most cases, be eligible for sponsorship for work authorization. If you need to request an exception to this policy, please email accessandequity@illinois.edu with a justification. The request will not be approved until the justification has been received and approved by OAE.
- c. Over-time eligible positions are not eligible for sponsorship for work authorization and should include the following statement:

- “Sponsorship for work authorization is not available for this position.”

7. Proposed starting date:

- a. Indicate an exact or approximate start date
- 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/C.V., writing samples or portfolios, and a statement/commitment to diversity that is related to the job duties of the position
 - When asking for applicant materials, search committees must ask for enough information to evaluate the candidate but should guard against overburdening the candidate when requiring proof of credentials at the time of the application
 - Any required certification of education credential documentation should be required upon hire, unless specifically needed for qualifying the applicant
- c. If you have specific requirements regarding references, it should be stated in the position announcement
- d. A link to the university job board (jobs.illinois.edu) or some other forwarding URL must be included

9. Closing date for receipt of candidate materials:

- a. This is the date by which applications must be received for review and cannot be shortened once a position is posted on the job board
- b. For faculty and specialized faculty positions, you can use the following statements:
 - To ensure full consideration, applications must be received by [date]

- Full consideration will be given to applications received by [date]
 - Providing a full consideration date establishes transparency with applicants so that they know that if they apply after that date, the committee may have already moved forward with other candidates before their application is reviewed.
- c. If interviews will commence before the closing date, the announcement must state:
 - Applicants may be interviewed before the closing date; however, no hiring decision will be made until after that date
- d. For multi-hire searches, everyone who applies by the closing date must be fully considered for at least one of the vacancies. If some interviews/hires may occur before the closing date, the announcement must state:
 - Interviews and hires may occur before the close date, however all applications received by the close date will receive full consideration.

10. Unit Contact Information

- a. Name, along with a phone number or email address, of the search contact is required
- b. A website address to view additional information about the department or position is recommended

11. Required statements that will automatically be added (do not change wording or location of statements in announcement/footer):

- a. Campus commitment to diversity, affirmative action, and equal employment opportunity
- b. Accommodation language
- c. Background check policy
- d. E-verify statement
- e. Sexual misconduct statement
- f. Export controls statement

To alleviate the costs of printed advertisements and/or to allow for online postings which have character limitations, units may use shortened announcements that refer applicants to the university job board for more information.

Required elements for short ad include:

1. Rank an/or title
2. Closing date for receipt of candidate materials
3. Link to full position announcement
4. Required statements, as noted below:
 - a. The U of I is an EEO Employer/Vet/Disabled go.illinois.edu/EEO that participates in the federal [e-Verify program](#) and participates in a background check program focused on [prior criminal](#) or [sexual misconduct history](#).

10. Search Scope

All searches must be posted on the University of Illinois job board and other websites and sources that the University has a relationship with unless permission has been granted by OAE to conduct an internal search. For more information, review the [Recruitment Sources](#). If “Yes” is selected on the requisition for the question asking about the Higher Education Jobs email, the posting will be sent to a targeted diversity and inclusion email offered by HigherEdJobs.com. This posting will carry a discounted fee for which the unit will receive an invoice from HigherEdJobs.com.

Internal to Campus searches target qualified current employees on the Urbana-Champaign 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 written justification on the requisition form.

Internal to Campus searches can also be limited to individuals participating in the Campus Relocation Program or other similar programs administered by IHR. Please refer to IHR for program qualifications and requirements.

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.

11. Search Length

- A two-week posting period (14 days) is preferred for staff positions, recognizing faculty positions generally need a longer posting time.
- Minimum one-week posting period (7 days) is required for all searches unless there is a written exception granted by emailing IHR.
- The minimum posting time is calculated from the date the position first appears on the University of Illinois job board.
- An open or rolling search (up to one year) in which applications are accepted throughout the year may be used as necessary with prior approval by emailing IHR.
- A close date cannot be shortened after the position has been posted and advertised.
- To extend a search, contact IHR with the new close date before the search is removed from the job board.

12. Interview Recording Guidelines

Please review the following information before recording an interview or a public forum/presentation being held as part of considering someone for employment.

- Recorded interviews should be used as a last option.
- To record an interview, you must receive consent from all parties that will be recorded, including those on the search committee. In addition to receiving

advance written consent to record the interview, it is also recommended to obtain recorded verbal consent at the start of the interview.

- When recording a public forum/presentation, the candidate should sign a recording consent form. A separate consent form would not be required for all other audience members as long as the attendees are notified at the beginning of the presentation that the session will be recorded. A consent form is located at: [Recorded Interview Consent Form](#).
- Keep in mind that a FOIA request could be submitted for a recorded interview. Decisions regarding what information would be handed over to a FOIA requestor would be determined on a case-by-case basis.
- Consider carefully who will be given access to view the videos.
- If the interview is being recorded to make it available to search committee members, it could be considered transitory. Such recordings can and should be deleted before or by the closing of the search.
- If the recording is not for transitory use by the search committee, it should be kept as part of the official search records. We are unable to store the videos in Cornerstone due to file size, so a box account would need to be created and access given to [OAE](#). Please add the box link as a note in Cornerstone as well.
- Any determination regarding transitory or non-transitory use should be made before an interview to plan appropriately (e.g., informing candidates before and during Zoom calls, identifying appropriate storage mechanisms, etc.).
- If the candidate does not want to be recorded, we cannot record them. The candidate may choose not to be recorded during the interview. They should not be penalized for their decision in your search process.
- We should follow Illinois's two-party consent law even when we have candidates from different states. Our law is the most restrictive and those interviews would fall under our jurisdiction.
- It is recommended to plan as much in advance as possible, in case some candidates may require assistance from a technical standpoint or due to a disability.
- If an applicant needs an accommodation for the interview, please contact the [ADA Division](#) of OAE.

If you have any questions regarding this information, please contact OAE at 217-333-0885 or accessandequity@illinois.edu.

13. Search Process Summary

For additional information, please review the [Overview of the Search Process by Employee Group](#) chart.

14. Sponsorship for Work Authorization

For additional information, please review the [Sponsorship for Work Authorization Policy](#) and [FAQs](#).