



OVERVIEW

- Civil Service talent recruitment strategies
- Academic Professional and Faculty search process and compliance overview
- Faculty offer and appointment process overview

Talent Recruitment & Selection Civil Service



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OVERVIEW

- Civil Service hiring is governed by State Universities Civil Service System (SUCSS).
- There are other options for more flexibility in talent recruitment strategies allowed within the Civil Service statutes and rules.

OVERVIEW

- Flex Appointments
- Contract Appointments
 - Location Based
 - Funding Based (Grants)
- Internships



FLEX APPOINTMENTS – WHAT ARE THEY?

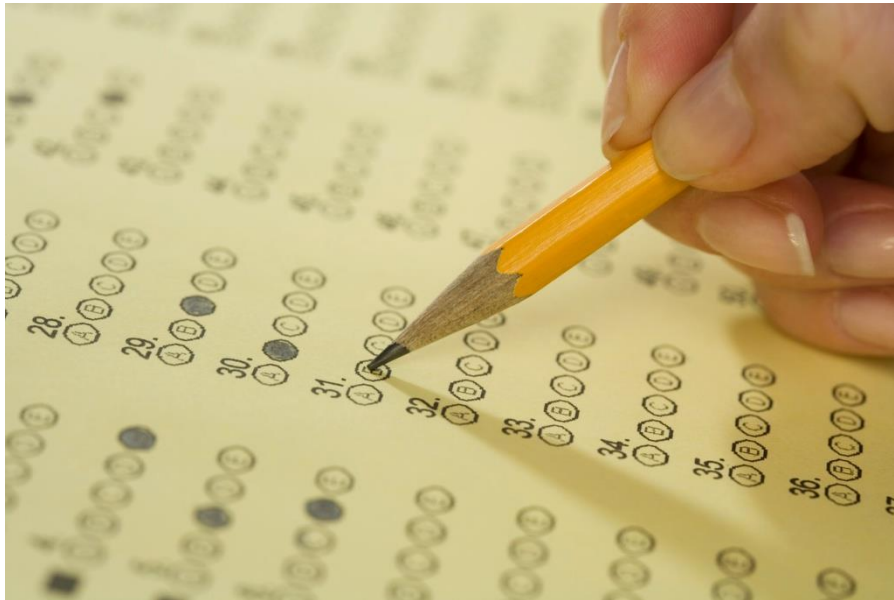
- Permanent and continuous positions
- Twelve month work period divided into two pre-specified periods
 - work period
 - non-work period



FLEX APPOINTMENTS – WHAT ARE THEY?

- Work periods are for 8-11 consecutive months of employment with non-work periods of 1-4 consecutive months outlined by specific dates.
- Employees must receive notice of terms and conditions of flex-year appointments and specification of non-work periods at time of offer.

FLEX YEAR APPOINTMENTS – WHAT ARE THEY?



- Candidate must meet the state minimum requirements for the classification.
- Must take and pass Civil Service exam for classification.
- Standard referral rules from registers apply.

FLEX APPOINTMENTS – WHEN TO USE THEM?

- The work of the department is not constant and requires fewer employees at certain times of the year
- Useful for departments that mainly service students or whose operations are dependent on students being on campus.

CONTRACT APPOINTMENTS – WHAT ARE THEY?

LOCATION BASED

- Work is mainly performed off-campus or on the premises of an external agency or community site.

FUNDING BASED

- Positions are funded on soft funds through sponsored projects where funding or program renewal is not guaranteed.

CONTRACT APPOINTMENTS – WHAT ARE THEY?

- Both types are permanent and continuous status positions.
- Benefits eligible (depending on percent time).
- Limited seniority rights – only applicable to other contract positions in same classification and location or funding source/sponsored program.
- Civil Service exam is NOT required but minimum qualifications for classification must be met.

CONTRACT APPOINTMENTS – WHEN TO USE THEM?



- If the position may require flexibility in ending the position due to termination of either grant funding or business relationship with community site or external agency.

INTERNSHIP PROGRAMS – WHAT ARE THEY?

- Outlined in detail and approved by SUCSS in advance.
- A set program with specified benchmarks to be met a plan for evaluation of progress throughout.
- Option for learning skills and gaining experience while working.

INTERNSHIP PROGRAMS – WHAT ARE THEY?

- Non-status appointment through completion of the internship program.
- Starting salary cannot exceed 95% of the minimum rate for the classification and any salary progression through the internship program must be specified and approved.
- No competitive interview or exam is required.

INTERNSHIP PROGRAMS – WHAT ARE THEY?

- Once internship is completed successfully, candidate is appointed to a status position in the classification automatically.
- Standard probationary period applies and begins upon completion of the internship program.
- If employee passes probationary period, service time in classification is converted to seniority from the date of appointment in status position.

INTERNSHIP PROGRAMS – WHEN TO USE THEM?

- The candidate lacks one or more of the minimum qualifications for the class.
- Recruitment efforts have failed to attract qualified candidates.
- Operating needs warrant ongoing training programs to supplement staffing recruitment efforts
- There is a recognized need for specialized training programs in technical or professional fields.

INTERNSHIP PROGRAMS – WHEN TO USE THEM?

- Extra Help employees are unable to pass the Civil Service exam with a high enough passing score.
- To allow for increased diversity where standard recruitment procedures have failed to yield diverse candidates.



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Talent Recruitment & Selection Academic Professionals and Faculty



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GOALS

- Become familiar with Affirmative Action and Equal Opportunity laws and regulations for hiring & recruitment
- To conduct a search that ensures an equal opportunity for all
- Understand the Office for Access & Equity (OAE) role in Academic Hiring

EQUAL OPPORTUNITY LAWS*, REGULATIONS, AND ORDERS

Underrepresentation

- **Executive Order 11246** – mandates the University's commitment to making good faith efforts to correct underrepresentation women and minority in its recruitment and hiring process

Nondiscrimination

- **The Americans with Disabilities Act** – Prohibits employment discrimination against qualified individuals with disabilities and imposes affirmative obligations of accommodation and accessibility

EQUAL OPPORTUNITY LAWS*, REGULATIONS, AND ORDERS

(Nondiscrimination, Cont.)

Title VII of the Civil Rights Act of 1964 - The University is obligated to promote equal employment opportunity in its recruitment and hiring practices and is prohibited from discrimination on the basis of race, color, sex, religion, national origin, ancestry, age, marital status, disability, unfavorable discharge from the military, or status as a protected veteran.

*Not an exhaustive list

- Treat Everybody as a unique individual first
- Key phrase to remember is ***“job-related”***
- Define and evaluate attributes, skills, and experience that relate to a candidate’s ***ability to perform the job***
- Keep notes and ask questions that relate to someone’s ***ability to perform the job***

OAE REVIEW AND APPROVAL

- Assess for underrepresentation
- Assess composition of the Search Committee
- Confirm accuracy of minimum qualifications
- Confirm accuracy of information in advertisements
- Make recommendations for improving recruitment plan to address underrepresentation

RECRUITMENT RESOURCES

Automatically posts to:

- UIC Job Board
- IllinoisDiversity.com

Additional resources:

- <http://www.uic.edu/depts/oea/AH/DiversityRecruitment.htm>
- Shaker Recruitment and Advertisement

MEET MINIMUM QUALIFICATIONS PROCESS

- OAE approval of the meets minimum qualifications (MMQ) list is ***required*** prior to contacting/interviewing applicants
- OAE confirms ***proof of advertisement***
- OAE reviews the ***diversity of the applicant pool and makes recommendations as needed***
- After approval of MMQ list no further OAE approvals are required.

WRAP-UP

- Cast the net widely to attract the broadest group
- Keep the focus on the job-related criteria
- Once a hiring decision has been made and the offer accepted, notify OAE via HireTouch
 - the name of selected candidate
 - offers made to other finalists but declined
 - finalists that withdrew

IN CLOSING...

CHANCELLOR'S STATEMENT OF REAFFIRMATION

*“The University of Illinois at Chicago strives for a diverse community reflective of our urban environment. Diversity is evident in our student body and extends to our faculty and all levels of administration and staff. **UIC adheres to the principles of equal employment opportunity and nondiscrimination in all aspects of employment, recruitment, hiring, promotion and development of our employees. Our hiring and employment policies are devised to promote this commitment.***”

Administrators, faculty and staff share responsibility for promoting equal opportunity and nondiscrimination in the workplace...”

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HUMAN RESOURCES REQUIREMENTS FOR FACULTY HIRING



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OVERVIEW

- Role of Faculty Affairs
- Faculty Offer and Appointment Process – Policies and Procedures

FACULTY AFFAIRS

- The Office of Faculty Affairs, as part of the Office of the Vice Chancellor for Academic Affairs and Provost, is charged with a variety of functions related to all phases of a faculty member's appointment on the campus. We are campus resources for:
 - Policy Interpretation: Provides consultation to deans, directors, department heads/chairs, and others involved in hiring, retention, and separation of faculty
 - Faculty Hiring: Works with units regarding required documentation for the various appointment types (tenure-track, tenured, "Q", non-tenured, major administrative appointments) and approval processes
 - Faculty/Administrative Job Descriptions: Reviews and approves job descriptions for administrative appointments held in conjunction with a faculty appointment.
 - Compliance: Ensures University and State requirements are met with respect to certain annual reporting (e.g. ethics training)
- The Office of Faculty Affairs works collaboratively with UIC Human Resources, on matters that may combine general employment matters and specific faculty policy matters.

MAKING THE OFFER



COMPONENTS OF AN OFFER LETTER

- **The Basics**
 - **Effective Date**
 - **Position/Faculty Title**
 - **Appointment Percent and Salary**
 - **Tenure/Tenure-Track/Percent and Tenure Code**
 - **Service Basis**
 - **Benefits Eligibility**
 - **Board of Trustees Approval**
 - **Notification of Appointment**

OFFER LETTER TEMPLATES

- Letter templates were launched on August 16, 2014 for tenure system hires (tenure-track, Q, tenured) and are available in the Faculty Affairs Web Guide
- Goal to streamline the shared process between colleges and campus and ensure timely turnaround with minimal deviations from legally approved language
- Templates were developed in consultation with Deans, Dept. Heads/Chairs, and HR staff across campus.
- A separate Word document may be enclosed as applicable for categories of additional financial and resource support
- As of August 16th, 2014, all units and colleges will be expected to utilize the templates
- Non-tenure system template letters are being developed as a resource for units

ADDITIONAL CONSIDERATIONS...

- For tenure-track Assistant Professors who start after the eighth week of the term, the faculty member may choose to count or not count the partial year toward the tenure probationary period. These appointments require completion of the *Initial Partial Term Appointment/Tenure Probationary Form*
 - The department head or chair should counsel the prospective faculty member as to the impact of choosing to count or not count this partial year as it has implications for when the faculty member will be reviewed (mid-probationary) and when they will be submitting their application for Promotion and Tenure.

ADDITIONAL CONSIDERATIONS CONTINUED...

- Is this a joint appointment? If so the letter should be signed by both departments/colleges.
- Are there any courtesy faculty appointments being offered by other departments?
- Is this offer being made at the assistant professor level? If so, the new hire must have received their terminal degree prior to the effective date of the appointment.
- Are there any administrative appointments being offered?
- What other terms are part of the offer? (e.g. moving expenses, summer salary, start-up funds, laboratory space, etc.)
- Have all departmental and college processes been followed (e.g. any required consultations with departmental or college committees as required by the bylaws)?

MAKING AN OFFER AND PRIOR APPROVAL

Some offers require that prior approval of the Vice Chancellor for Academic Affairs (VCAA) and Provost be obtained before a formal written offer can be made.

- Tenured appointment (Associate or full Professor). This also requires Graduate College approval and campus P&T approval based on the faculty member's current rank.
- "Q" appointment with an initial term greater than three years.
- Non-tenured or tenure-track appointment with a salary outside the normal range for that rank and discipline.
- Unit executive officers, i.e., heads, chairs, directors of major units or schools (these appointments will generally be associated with a tenured faculty appointment) and also require prior Board approval.
- Other major administrative appointments reporting directly to the dean (e.g., associate deans, directors, etc.). These are generally in conjunction with a tenure-track or tenured faculty appointment.

PRIOR APPROVALS NOT REQUIRED

The following appointment types do not require prior approval and once the decision is made to hire, the formal written offer may be issued:

- Assistant Professor, Tenure-Track, with Salary in Range
- Associate or Full Professor on an Initial 3-Year “Q” Contract. A “Q” contract allows the hire of a new associate or full professor, as a probationary appointment, on an initial term, or “Q” appointment, for as long as three years.
- Non-Tenure Track Faculty (Lecturer/Instructor, Clinical and Research Faculty)

SUBMISSION OF OFFER PACKET

- For appointments requiring prior approval, a packet consisting of an electronic briefing document, the draft offer letter, current CV, and tenure portfolio must be submitted to Faculty Affairs for review and routing of necessary approvals (see next slide for checklist).
- For appointments requiring Board reporting only, a packet consisting of an electronic briefing document, accepted offer letter, and current CV must be submitted to Faculty Affairs

PRIOR APPROVAL CHECKLIST

- Draft offer letter
- Memo of endorsement of hire by the Dean (if tenured then P&T process and votes must be noted) to the Provost
- Current curriculum vitae
- Briefing Document (BD) including comparable salary data
- If applicable, tenure approval by the Graduate College and campus P&T is required in the form of a “portfolio.”
- External evaluation letters for tenured appointments (3-5, but at least 3 are required)
- Job Description (if administrative position offered)
- Search: Required/Completed/Waived

OFFER PACKET ROUTING FOR PRIOR APPROVAL

- The department should forward the completed packet to their college for review and forwarding to the Office of Faculty Affairs.
- Once received, Faculty Affairs will review and contact the college if questions on material submitted.
- Packet will be sent for Provost approval and once granted, a copy of the approved draft offer letter will be emailed to the college for the department to make the offer.

OFFER ACCEPTED AND NEXT STEPS

- Once an offer is accepted, Faculty Affairs should be notified.
- If any terms of the appointment have changed from what was submitted by the department/college in the draft offer letter, a revised letter should be submitted. NOTE: This may require that the terms be re-approved.
- If applicable, Faculty Affairs will prepare a bio-sketch for Board approval.
 - For offers which include administrative appointments, prior BOT approval is required. Therefore early notification to Faculty Affairs is encouraged. Otherwise the appointment will be temporary (visiting, acting, interim) until the BOT approves the permanent appointment.
 - For faculty appointment offers only, the biosketch will be prepared and sent to the Board at the time of acceptance notification to the next regularly scheduled meeting.
 - Faculty Affairs will notify the college once the formal approval is granted by the BOT.

OTHER USEFUL INFORMATION

- Faculty Affairs Web Guide (<http://www.uic.edu/depts/oaafaculty/>). It lists hiring approval processes as well as provides policy related information, templates, process flow maps, and deadlines for a variety of other faculty appointment matters including: sabbaticals, interruptions to the probationary period, leaves, mid-year increases, counteroffers, separations, etc. It is currently located at: http://www.uic.edu/depts/oaafaculty/guide_policies.html
- Faculty Handbook: <http://www.uic.edu/depts/oaafachandbook/>
- Plans are in the developmental stages to further streamline processes and eliminate paper where possible. This includes analyzing options for interactive forms and electronic routing of documents. Feedback/suggestions are welcome. Email: facultyaffairs@uic.edu

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