

Understanding

# Recruiting and Hiring Processes

at the  
University of Illinois



When hiring employees at the University of Illinois, you face the challenge of finding qualified candidates in an increasingly competitive environment. Employment law, state requirements, local demographics, and job market conditions all affect managers' decisions during the recruiting and hiring process. Meanwhile, managers must also efficiently negotiate University procedures to fill job openings.

The University Office of Human Resources is pleased to present *Understanding Recruiting and Hiring Processes at the University of Illinois*. It provides policy and procedure information, step-by-step directions, sample items, and resource contacts to help hiring officials and departments effectively handle recruiting and hiring processes.

Our purpose is to provide you with a general introduction to recruiting, selection, and hiring processes at the University for Civil Service and Academic Professional employees. Hiring of Faculty and other academics, such as post Doctoral students, will not be covered in the scope of this booklet. Although our scope is University-wide, we aim to provide campus-specific contact information for your convenience. We cover a range of important steps in the hiring process – from writing the position description to orienting a New Hire. Our goals are to help hiring officials successfully navigate University processes, improve applicant quality, and increase our institution's talent pool. We hope that you will find the material collected here useful and timely.

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# GAINING PERSPECTIVE — A Commitment to Diversity

## UNIVERSITY NON-DISCRIMINATION STATEMENT

*Throughout this booklet, EEO office is used as a general term. In Chicago, the office is called the Office for Access and Equity. In Springfield, it is the Office of Access and Equal Opportunity, and in Urbana, it is the Office of Equal Opportunity and Access. The University-level office is the Office of Human Relations and Equal Opportunity.*

A commitment to diversity and equal employment opportunity is the foundation for recruiting and hiring employees at the University of Illinois. The *University of Illinois Statutes*, Article IX, Section 1, includes the following statements: “The basic criteria for employment and promotion of all University staff, whether or not subject to the act creating the University Civil Service System of Illinois, shall be appropriate qualifications for and performance of the specified duties. The principles of equal employment opportunity are a part of the general policy of the University.”

In accordance with the *Statutes*, as well as state and federal law, the University of Illinois and its employees are committed to the following Non-discrimination Statement:

The commitment of the University of Illinois to the most fundamental principles of academic freedom, equality of opportunity, and human dignity requires that decisions involving students and employees be based on individual merit and be free from invidious discrimination in all its forms.

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

University complaint and grievance procedures provide employees and students with the means for the resolution of complaints that allege a violation of this Statement.

This commitment should be evident throughout the recruiting and hiring processes, and throughout this booklet you will find references to equal opportunity, diversity, and affirmative action.

Both state and federal laws govern the recruiting and hiring processes, including laws and regulations containing non-discrimination, equal opportunity, and affirmative action provisions. As you are aware, these laws may be interpreted through the courts. A number of groups are legally protected from discrimination, many of which are specified in the University's Non-discrimination Statement. Basically, the following factors **should not be considered** during the recruiting process or in an employment decision unless there is an exception for a bona fide occupational qualification: age, ancestry, arrest record, citizenship, color, disability, marital status, military status, national origin, political affiliation, pregnancy (including childbirth or related medical condition), race, religion, sex, sexual orientation, unfavorable discharge from the military, use of lawful products, and certain veterans' categories. A list of state and federal laws governing each of these factors is available at <http://www.uihr.uillinois.edu/panda-cf/eoo/>.

As a federal contractor, the University is required to maintain and update affirmative action plans for minorities, women, special disabled veterans, veterans of the Vietnam Era, and veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. Descriptions of recruitment efforts to attract and hire these groups are included in the affirmative action plans. Efforts to recruit underrepresented groups should be a part of any recruitment effort or search plan.

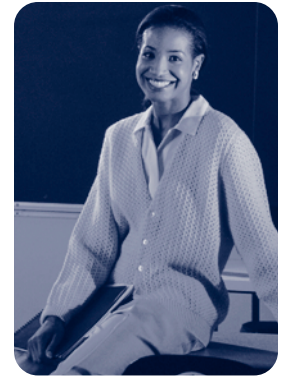
# SETTING THE STAGE — Pre-Selection Processes

## DETERMINING EMPLOYMENT NEEDS

### ASSESSING AND DEFINING HIRING NEEDS

When a unit needs to hire a new employee, it can be for a variety of reasons: additional employees are necessary, an employee with specific skills is needed, or a vacancy needs to be filled. As soon as a hiring need becomes apparent, you should begin thinking about exactly what the position will entail. This is an opportunity to review how your unit is staffed, review how the workflow is functioning, prepare for future needs, or address current needs or deficiencies. Here are some questions to ask about the anticipated position:

- Is there a need for a new function within your unit, i.e., do you need someone to operate a new computer system?
- Do you need to add additional staff to perform an established function, such as hiring an additional student counselor or accounting clerk?
- Do you need to replace an employee who recently left the unit?
- If it is a replacement, do you want to hire a new employee into the same job, responsible for the same duties; or do you want to take advantage of this vacancy to restructure work assignments, perhaps providing a growth opportunity for a current employee?
- Does your unit have future needs for which it would be advisable to recruit at this time?
- Is a full-time employee necessary, or could a part-time employee fulfill this function?
- Are you hiring for a regular position, or for a project with an anticipated completion date?
- Is the hiring need temporary or seasonal, such as for registration time or during the academic year only?
- Are there budgetary considerations for the salary that would be assigned to this position?



This booklet assumes that prior to starting the recruitment process, departments have established and budgeted a position in Banner. For more information on how to establish a position in Banner, access <https://hrnet.uihr.uillinois.edu/dart-cf/banner/>.

### UNIVERSITY EMPLOYEE GROUPS

Historically, different University recruiting and hiring processes developed because of the varying needs and requirements associated with the following broad employee groups:

- Faculty
- Civil Service
- Academic Professional

#### Faculty

Faculty carry out a large portion of the University's teaching and research mission, and they include those with the title Professor, Associate Professor, or Assistant Professor. The hiring of Faculty members and other Academic employees such as instructors and lecturers; teaching, research, or clinical associates; and deans, vice chancellors, and directors of large independent units remains largely in the province of the Vice Chancellor for Academic Affairs (Provost) with assistance from the EEO offices. Hiring for these positions will not be covered in the scope of this booklet. For information on hiring procedures for faculty, contact your campus Academic Affairs office.

Although there are many specific employee classes, including Graduate Students, Extra Help, and Post Doctoral Students, this booklet is devoted to helping hiring officials successfully navigate University recruiting and hiring processes for Civil Service and Academic Professional employees. The Human Resources and Equal Employment Opportunity offices provide assistance and support services for units engaged in hiring activities.

### **Civil Service**

Civil Service employees occupy positions that have been organized into classifications. They are the largest group of employees at the University, and they are subject to the *State Universities Civil Service System Statutes and Rules*. Applicants for Civil Service employment at the University of Illinois must qualify for and pass Civil Service examinations.

Some examples of jobs that fall under the Civil Service System include those requiring the following backgrounds:

- Secretarial and clerical
- Service and maintenance (e.g., food service and janitorial)
- Technical and paraprofessional (e.g., information systems)
- Skilled craft (e.g., carpentry)
- Professional and managerial (e.g., accounting)

### **Academic Professional**

Academic Professionals (APs) are those employees whose positions have been designated by the President and the Chancellor, and approved by the State Universities Civil Service System (SUCSS), as meeting specialized administrative, professional, or technical needs. Academic Professional positions require a Bachelor's degree at a minimum, and many require advanced degrees or professional certifications. More specific criteria are described on the Principal Administrative Position Exemption (PAPE) form. Those positions meeting the criteria are exempt from the requirements of the Civil Service System.

*An explanation of PAPE forms and exemption criteria begins on page 12.*

Academic Professional employees receive an academic contract for an appointment for a specified period. In general, they have the same rights and privileges as other academic employees. However, APs do not receive certain rights (such as eligibility for tenure) that apply specifically to those ranking as Faculty. It is important to note that although many APs work in academic fields, Academic Professional positions are not Faculty positions, and they have titles different from those Faculty titles recognized in the *University of Illinois Statutes*.

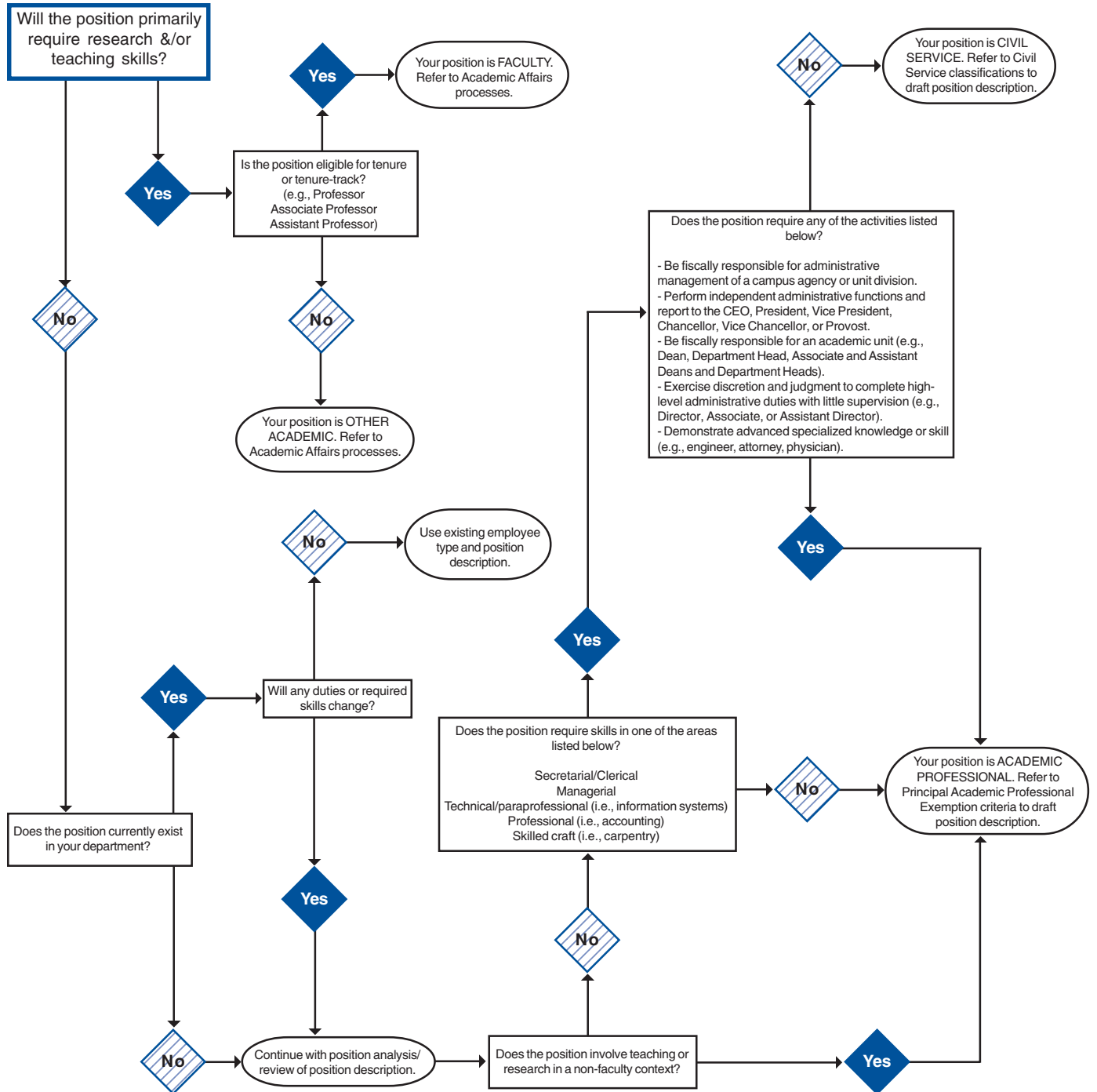
## **ACADEMIC PROFESSIONAL OR CIVIL SERVICE?**

The University differentiates among employee types using several key factors. When determining whether to hire an Academic Professional or a Civil Service employee, consider the degree to which the position's duties require the following:

- Involvement in teaching and research activities.
- Involvement in secretarial/clerical, managerial, technical/paraprofessional, professional, or skilled craft activities.
- Degree of responsibility and level of the position in the University.

The first factor, the position's involvement in teaching and research activities, helps differentiate between Faculty or other Academic and Civil Service positions. The second and third factors help differentiate among Civil Service and Academic Professional positions.

## Choosing the Right Employee Group





### Choosing the Right Employee Group

The flow chart on the previous page will help you to decide if the position description that has been drafted is best suited to be a Faculty or other Academic, Civil Service, or Academic Professional. Sometimes it will be difficult to determine whether a Civil Service or an Academic Professional best suits a particular position. When in doubt, consult your campus Human Resources office.

## DETERMINING THE EMPLOYEE CLASS

In addition to determining the duties and responsibilities of the position and the employee type, units should also determine the appointment type. Questions your department needs to answer to determine the appointment type include:

- Will the position require a full-time (37.5–40 hour) or a part-time workweek?
- Will the position be available on a seasonal basis or for 9, 10, or 12 months of a fiscal year?
- Will the employee be a regular, visiting, or interim employee?
- Will the position be eligible for benefits?
- Will the position be salaried or hourly?

## USING DART (DEPARTMENT ACCESSIBLE REGION FOR TRANSACTIONS)

Throughout this document, you will see references to DART. DART is the web interface for completing certain hiring transactions. Department representatives submit requests online via DART, allowing the transaction to be processed through the proper channels electronically. You can find DART online at <http://hrnet.uihr.uillinois.edu/dart/>. To access the applications in DART, your department representative needs an Enterprise ID and password.

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## CIVIL SERVICE PRE-EMPLOYMENT PROCESS

### WRITING A CIVIL SERVICE POSITION DESCRIPTION

After assessing the need for a new position, a changed classification, or a new employee in an existing position, the hiring unit should draft or update the position description. While Civil Service specifications identify the minimum acceptable qualifications an individual must have in order to take a Civil Service exam, the Civil Service position description must outline the essential duties and responsibilities of an individual position and list the knowledge, skills, and abilities necessary to perform the job. The *SUCSS Statutes and Rules* govern Civil Service staff employment. Contact your campus Human Resources office with any questions regarding the process.

The duties and responsibilities listed in each Civil Service position description must correspond to the appropriate classification. For a complete list of classification specifics, see the State Universities Civil Service System's web site, located at [http://www.state.il.us/sucss/sucss\\_class\\_specs.htm](http://www.state.il.us/sucss/sucss_class_specs.htm).

#### Elements of the Civil Service Position Description

The following seven elements must appear on a Civil Service position description:

##### 1. Identifying Information

Date



Civil Service Number (If the position is new to the department, leave this blank, and your Human Resources office will assign a number.)

Incumbent (if any)

Department

Current Classification

Requested Classification

Reason for Position Description

- New position/Vacancy
- Reclassification or reallocation request
- Update of duties and responsibilities
- Other



## 2. Function

State the main purpose of the position in one clear, concise sentence.

## 3. Organizational Relationship

Describe reporting relationships or attach an organizational chart.

## 4. Duties and Responsibilities

List and describe the **essential duties** and responsibilities of the position. Essential duties are fundamental to the position. A duty may be considered essential if:

- The reason the position exists is to perform the function.
- Only a limited number of employees are available to perform the position function.
- The function is so highly specialized that the person is hired for his or her expertise.

Additionally, list and describe other duties using descriptive words such as “occasionally.”

## 5. Knowledge Required

Describe the knowledge required for the job, such as software used in unit, knowledge of policy and rules, etc.

## 6. Responsibility

Describe key elements of the job such as frequent interruptions, attention to detail, multiple priorities, etc. Also describe interactions necessary for the job, such as contact with campus/ University administrators, Faculty, external agencies, and the public (customer service).

## 7. Environmental Demands

Describe the environment in which the job is performed. Environmental descriptions can include normal office setting, standing for long periods of time, and exposure to changing weather conditions.

# REQUESTING CIVIL SERVICE CANDIDATES USING DART

## Employee Requisition Card

Completing an Employee Requisition (ER Card) in DART serves the purpose of requesting a new employee following Civil Service System procedures. Once the position description has been drafted, use DART (<http://hrnet.uihr.uillinois.edu/dart/>) to submit an ER Card and a current position description to your campus Human Resources office. You must submit an ER Card for a position that is new to your unit, for a position that is a change in classification, or for a position that already exists, but in which another employee is needed. On the Springfield campus only, Human Resources requires a Request for Personal Services (RPS) form in addition to the ER Card.

To fill out the online ER Card, you will need to know the following:

- Amount of time the person will work and the expected schedule.

For more information on the ER Card and Requisition Form, visit DART at [https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item\\_id=1705](https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item_id=1705).

- Type of job (regular or temporary).
- Position Classification.

Contact your campus Human Resources office about the composition of the register before you submit your ER Card to determine if recruitment is necessary, and if there are candidates available to help meet diversity objectives.

### **Requisition Form: Create New or Update Existing Civil Service Position**

Within DART's Employee Requisition (ER Card) application, you will be asked to complete, print out, and fax to Human Resources a Requisition Form. This form serves the purpose of notifying Human Resources that a new position needs to be set up in Banner or that a change to an existing position should be made.

To fill out the Requisition Form, you will need to know the following:

- Job Location.
- Position Type (single or pooled).
- Position Class.
- Position supervisory and budgetary authority.
- Position budget.
- Labor Distribution.

Once Human Resources receives the Requisition Form, a new or modified position will be set up in Banner.

## **TYPES OF CIVIL SERVICE REGISTERS**

The State Universities Civil Service System requires the University to maintain several different lists of eligible candidates. In order of their priority, the main types of lists, or registers, are:

- Re-employment
- Promotional
- Original entry

See *Narrowing the Field* to learn the procedure units follow as they receive lists of referred candidates and begin the interviewing process.

### **Re-Employment Registers**

The re-employment registers contain the names of those Civil Service employees who have been laid off from the University and who wish to be rehired into the same classification. A person on the re-employment register **must** be hired into the next vacancy in that classification, no matter where it occurs on campus.

### **Promotional Registers**

Promotional registers consist of people working in lower positions within a classification's promotional line. If a person is on the promotional list, your campus Human Resources office will refer him or her to you, in the order of his or her exam score. These candidates have preference for referral over original entry candidates. If Human Resources refers candidates from both the original entry and promotional registers, the unit may choose to hire either the original entry or promotional candidate. If there are at least three promotional candidates, no original entry candidates may be referred.

### Original Entry Registers

People initially enter the system (original entry) by taking and passing an exam that tests their ability to satisfy requirements for a particular position classification. They then take a place on the registers in the order of their scores, from highest to lowest. However, current or former employees in the job classification may be restored to a register by service or seniority earned, and this can affect their positions on the register.

## EMPLOYEES ON THE TRANSFER/REASSIGNMENT LIST

Additionally, units can choose to interview employees on the Transfer/Reassignment List (those currently working in the classification who are seeking reassignment). Individuals on this list are arranged in alphabetical order, not by exam score. Because individuals on this list are currently employed in the classification, they may or may not have time remaining in their probationary periods. Before making an offer, check with your Human Resources office to see if the candidate has any remaining probationary time.

*See Managing Candidates — Civil Service on page 25 for more information on the probationary period.*

Transfer/Reassignment candidates are entitled to be placed at their current salary rate, and some candidates may currently be employed at a rate above the minimum for this classification. As a result, you will also need to verify with your campus Human Resources office the employee's rate of pay.

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## ACADEMIC PROFESSIONAL PRE-EMPLOYMENT PROCESS

### WRITING A POSITION DESCRIPTION

The time and thought put into preparing an effective position description help set the stage for all recruiting and hiring activities that follow. For example, the hiring official who constructs a polished description has a more focused perspective for planning a hiring strategy and developing evaluation tools for an employee. Effective position descriptions should include:

*Use bullet points in position descriptions for readability.*

- Official position title (University standard title).
- Functional, more descriptive, title (discussion on titles follows).
- Reporting structure of the position.
- Description of all duties and responsibilities.
- All minimum qualifications (discussion of minimum qualifications follows).
- All desirable qualifications.
- Description of your organization or hiring unit.

The position description gives the job seeker detailed information about the position's duties and responsibilities. Using the duties and responsibilities of the position to identify minimum qualifications will ensure that a strong link exists between the position and the qualifications needed to fill it. A position description that accurately differentiates between minimum and desired qualifications will lead to an advertisement that targets a pool of qualified applicants.

*To help ensure you will not have too many or too few applicants, consider the minimum qualifications carefully before recruiting. Make sure they are not too general or too restrictive.*

#### Minimum Qualifications

Minimum qualifications must be job-related and necessary to performing the duties of the position. Minimum qualifications may include:

- Professional or technical certifications.
- Licenses.

- Specific training.
- Specific skills/competencies (for example, ability to use a software program or knowledge of University practices).
- Amount or level of experience in a specific field.
- Specific knowledge.
- Education.
- Physical capabilities (contact your Human Resources or EEO offices to determine if a physical capability is a bona fide occupational qualification).

Minimum qualifications are integral to efficiently and effectively filling a position. Qualified applicants are those who possess the minimum qualifications. Departments may also consider applicants who possess **more than** the minimum qualifications; however, they may not consider applicants who do not meet minimum qualifications.

### Desirable Qualifications

A position description will often include desirable qualifications in addition to minimum qualifications. Desirable qualifications include additional qualifications such as advanced degrees, certifications, or knowledge that would be helpful but are not required. They can also include those attributes, or personal characteristics, that would contribute to the success of an individual in the position. Examples of attributes include:

- Enjoying contact with the public.
- Being able to work without constant supervision.
- Preferring to work with multiple deadlines.

See the Recruiting for Results section for advice on using titles in the position advertisement.

### Titling the Academic Professional Position

Titles define roles, they can impact interactions with others, and they provide an identity for an individual. Titles also can help attract qualified applicants.

Although some Academic Professional titles adequately describe positions, many standard title positions have broad titles that may not describe positions well. For this reason, we encourage units to add a functional title as a descriptor. For example, use “Director, Research Programs Office” instead of “Director” and “Specialist, Communications and Publications” instead of “Specialist.”

## USING DART TO INITIATE A PRINCIPAL ADMINISTRATIVE POSITION EXEMPTION (PAPE) FORM

Visit [http://www.uihr.uillinois.edu/panda-cf/policies/index.cfm?Item\\_id=388](http://www.uihr.uillinois.edu/panda-cf/policies/index.cfm?Item_id=388) for the full text of the statute.

By Illinois law, the State Universities Civil Service System (SUCSS) statute covers all University of Illinois positions. However, exceptions include the following groups:

- Teaching, research, and extension Faculty.
- Students employed by the University.
- President and Vice Presidents of the University.
- Other principal administrative employees.

The University commonly refers to positions held by members of this last group as **Academic Professional (AP) positions**. SUCSS, or (in the case of Standard Title Positions) the University of Illinois with authority granted by SUCSS, exempts some positions from the system. To receive

## SAMPLE POSITION DESCRIPTION

### Application Specialist

**Primary Purpose of Position:** Participate in the development and support of functional information systems and associated business processes. Responsibilities include server and application support, user support, web development, maintenance of department self-service web systems, and documentation of user requirements. Position is responsible for developing knowledge and expertise in application features, functionality, and data structures in support of functional systems development activities.

**Reporting Relationship:** Position reports to the Associate Director, System Development

**Duties:**

1. Participate in creation and maintenance of World Wide Web page content and functionality focusing on departmental initiatives. Provide scripting support for World Wide Web applications. (35%)
2. Participate in assessment of needs, develop design specifications for program development, and produce program documentation. (20%)
3. Participate in maintenance of middleware and backend solutions in support of departmental initiatives. (15%)
4. Participate in maintenance and support of Windows NT/2000-based servers and networks. (10%)
5. Recommend network, hardware, and software solutions for functional initiatives. (5%)
6. Provide support for functional database management systems. (5%)
7. Consult and provide user support to clients on client-server applications and tool sets. (5%)
8. Pursue professional development activities to expand knowledge and maintain currency. (5%)

**Qualifications:** Bachelor's degree in computer science, information systems, business, or related field with at least three years of business systems experience. Experience in client server and Internet-based technology. Knowledge of programming methods, HTML, and Windows NT/2000 is required.



an exemption from SUCSS, departments must complete a PAPE form and submit it to the campus Human Resources office for approval. The University of Illinois uses DART to process requests for exemptions. The web site address for DART is <http://hrnet.uihr.uillinois.edu/dart/>.

### When to Submit a PAPE Form

If the position is new, or if the duties have been updated or substantially revised, the PAPE approval process is necessary. However, if it is a vacant position that already has PAPE approval, and the unit has received the campus EEO office's approval of search activities, the unit may proceed directly to the recruiting step. If the position has the same description as a current position in the department, for which PAPE approval has already been obtained, no new PAPE is necessary. However, EEO office approval of search activities is still necessary. On the Springfield campus only, Human Resources requires a Request for Personal Services (RPS) form in addition to the PAPE.

*Departments must submit a PAPE form when requesting a new AP position or when updating an existing AP position that has a change in title or significant revisions to the duties, qualifications, or organizational relationship.*

A complete list of standard titles, PAPE numbers, and job descriptions is available in DART's PAPE section. Access <http://hrnet.uihr.uillinois.edu/dart/> and select PAPE from the main menu.

### Standard Title Positions

Most exemptions granted are for positions that fit into standard position guidelines for frequently used titles. SUCSS has delegated responsibility to the Human Resources offices for approving these positions. While the duties of specific positions approved under the same standard title may vary, the basic function and responsibility level determines assignment to a Position Standard. Examples of standard titles and PAPE numbers include:

Standard Title	PAPE Number
Associate Vice President	49901
Dean	50005
Director	49913
Coordinator	49919
Specialist	49920

### Criteria Used for Academic Exemptions

The PAPE form requires a justification of the need for exemption, and departments must choose from four criteria used for justification when completing the PAPE form. These criteria require the individual holding the position:

- To be responsible for administrative management of a campus agency or unit division and report to the CEO of the campus or agency (Criterion A).
- To perform independent administrative functions and report to the CEO, President, Vice President, Chancellor, Vice Chancellor, or Provost (Criterion A).
- To be responsible for an academic unit engaged in instruction or research (Criterion B).
- To exercise discretion and judgment to complete high-level administrative duties (Criterion C).
- To demonstrate advanced specialized knowledge or ability acquired through a prolonged course of study (Criterion D).

Whichever criterion you choose to justify exemption, the position description must clearly demonstrate that the conditions expressed in that criterion are met. For example, if you choose Criterion C, the duties and responsibilities listed in the position description should require discretion and judgment. Similarly, if you choose Criterion D, the description must reflect the need for advanced specialized knowledge.

### Completing the PAPE

The electronic PAPE form is available in DART at <http://hrnet.uihr.uillinois.edu/dart/>, select PAPE from the main menu. To complete a PAPE request, the department representative must:

- Be authorized to create/approve submissions in DART.
- Understand which of the exemption criteria applies.
- Know the three-digit Organization code.
- Understand how to choose the appropriate P-Class code in Banner.
- Know and follow the approval process within the department and college.
- Use the position description to provide specific information regarding the position. On some campuses, the representative must attach the full description.

### PAPE Review and Approval

Once a PAPE is created in DART, it remains active in the system for 10 days from the last time it was viewed or modified. After a PAPE is completed, the department representative can forward it to others within the department or college for review and recommendation for approval and

Information on P-Class codes can be found in DART at [https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item\\_id=1920](https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item_id=1920).



submission. Eventually, the form goes to the campus Human Resources office for review to ensure that the position meets the exemption requirements.

The campus Human Resources offices have authority to approve exemption requests for Standard Title positions. For other AP positions, the request goes to the Associate Vice President for Administration and Human Resources, the Vice President for Business and Administration, and then to SUCSS. Once the PAPE is approved, the department must request search approval from the Equal Employment Opportunity office before beginning to recruit.

## SAMPLE COMPLETED PAPE

Univ of Illinois - Human Resources - DART - Principal Administrative Position Exemption

**UNIVERSITY CIVIL SERVICE MERIT BOARD**      **PAPE Number: 49920**

Position Class Code: SADJA

Institution or Agency: UNIVERSITY OF ILLINOIS

**PRINCIPAL ADMINISTRATIVE POSITION EXEMPTION**

Sec. 36e(3) of the Statute provides for exemption from civil service coverage for certain principal administrative employees at each institution and agency as determined by the Merit Board. Only positions whose duties and responsibilities meet one or more of the following Criteria will be approved for exemption.

**Criterion A:**  
 (1) Whose primary duty is administrative management of a Campus or Agency division or like unit, and who reports to the Chief Executive Officer of the Campus or Agency; or  
 (2) Who performs an independent administrative function and reports to the Chief Executive Officer, President, Vice President, Chancellor, Vice Chancellor or Provost of the Campus or Agency  
 OR

**Criterion B:**  
 (1) Whose primary responsibility is the administration of an academic unit engaged in academic instruction or research (e.g., Dean, Associate and Assistant Dean, Department Head, Associate and Assistant Department Head).  
 OR

**Criterion C:**  
 (1) Who is charged with high level administrative responsibilities and whose decisions are based on administrative policies; and  
 (2) Who performs these duties with only general administrative supervision or direction and who exercises discretion and independent judgment (e.g., Director, Associate or Assistant Director).  
 OR

**Criterion D:**  
 (1) Who is in a position requiring a knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study (as distinguished from a general academic education) and which requires the consistent exercise of discretion and judgement (e.g., physician, attorney, engineer, architect, archaeologist, physicist, biochemist).

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Title of Position: Marketing Specialist (49920.10601.40940)

Primary Function of Position:

The Marketing Specialist will manage contacts with corporations with potential interest in the Research Park.

Using space below, draw a simple organizational chart illustrating the chain of command from vice-presidential level down to all those reporting directly to position in question:

<https://socrates.suhr.illinois.edu/papes/2063747.htm> (1 of 3) 12/2/2004 10:34:58 AM

Univ of Illinois - Human Resources - DART - Principal Administrative Position Exemption

President  
 |  
 Chancellor  
 |  
 Vice Chancellor for Research  
 |  
 Marketing Specialist

Request for Exemption under Criterion: D

In the space below, provide a description of the position which fully illustrates and describes how the duties and responsibilities assigned meet the exemption checked above.

Responsibilities include marketing University research and educational programs that result in technology commercialization, identification of faculty, staff and programs on campus that will benefit companies that have been targeted as candidates for the Research Park along with collaboration with Fox-Atkins and campus researchers to develop an approach to these candidates. Position is part of a team in the Office of the Vice Chancellor for Research that works with faculty, staff and units to broadly advance the research and technology commercialization capabilities of the campus. The Specialist should possess the vision and ability to couple first class academic research with the business goals of candidate companies, and have the ability to promote partnerships with the public and private sector.

Proposed salary or salary range for position: \$ 50,000-80,000

Minimum education and work experience(including years) to qualify for position (include information relative to required specialized intellectual study if required):

A Bachelor's degree, combination of research and business expertise, current knowledge of the campus' wealth of research programs, management ability, excellent communications and presentation skills are required. A business degree or advanced degree in a research field is preferred. Experience in marketing University research initiatives to industry is preferred.

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## INTERNATIONAL CANDIDATES

### PROCESSING INTERNATIONAL CANDIDATES

The University may hire non-U.S. citizens and non-permanent residents, providing they meet the position qualifications and can demonstrate their legal employability in the United States. The following information is general and should be used only as a guideline for departments that handle international applicants. U.S. immigration laws are intricate, and the time required to obtain the necessary immigration status can range from two days to several months; therefore, we recommend consultation with your campus International Services office during the earliest stages of the hiring process if international candidates may be involved. Contact information for the three campus International Services offices appears at the end of this section.

#### Interviewing an International Candidate

To arrange an interview for a candidate from overseas, be aware that there are certain visa requirements, as well as payroll reimbursement procedures. Contact your campus International Services office or Payroll Department with questions.

As with any job, interview questions for all candidates should be based on job specifics and core competencies. Questions should be the same for each interview. You may not ask applicants if they are U.S. citizens, but you may ask if they are authorized to work in the United States. Other questions to ask and to avoid are listed in the Interviewing and Selection Inquiry Guidelines on page 30.

#### Hiring an International Candidate

Once the hiring unit completes the interviews and makes the hiring decision, the appropriate immigration status must be obtained for the successful candidate. All employees — citizens, non-citizens, and non-permanent residents — must provide evidence of identity **and** employment eligibility. For international candidates, such evidence of identity and employability includes evidence of the necessary immigration status.

Typically, hiring units complete the I-9 form provided by the U.S. Department of Immigration and Naturalization Service to provide proof of identity. However, for non-citizens and non-permanent residents, the campus offices for International Affairs, **not** the hiring units, collect the relevant materials and complete this form. The I-9 form specifies that an employee must provide proof of employment eligibility by no later than the third day of employment, and we recommend that:

- Departments contact their campus International Services office as early in the recruiting process as possible if international candidates may be involved.
- Once an offer is made, international candidates report to the campus International Services office **before** the official start date. This will allow extra lead-time for gathering proof of identity and employment eligibility.

*To learn more about visas or immigration statutes, contact your campus International Services office, or visit the U.S. State Department's Visa Services at [http://www.travel.state.gov/visa\\_services.html](http://www.travel.state.gov/visa_services.html).*

International Office Contact Information	
Chicago campus	Office of International Services Phone: 312-996-3121 <a href="http://www.uic.edu/depts/ois/">http://www.uic.edu/depts/ois/</a>
Springfield campus	Office of International Affairs Phone: 217-206-6678 <a href="http://www.uis.edu/internationalstudentaffairs/">http://www.uis.edu/internationalstudentaffairs/</a>
Urbana campus	Office of International Faculty and Staff Affairs Phone: 217-333-8225 <a href="http://www.ips.uiuc.edu/ifsa/">http://www.ips.uiuc.edu/ifsa/</a>

# APPLYING DIVERSITY CONCEPTS — Equal Employment Opportunity

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## EEO CONCEPTS AND THE CIVIL SERVICE PROCESS

### AFFIRMATIVE ACTION GOALS

Individual campus EEO offices get involved at varying points in the Civil Service employment process. However, in general, when minorities or females for whom goals have been set are referable from the registers, the hiring department may be reminded of the affirmative action goal. When these groups are not referable from the registers, the requisition may be held for further recruitment efforts. If a department/unit chooses not to hire to meet a goal, they may be required to contact their EEO office before making an offer to any applicant.

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## EEO CONCEPTS AND THE ACADEMIC PROFESSIONAL PROCESS

### THE SEARCH PLAN

The University's commitment to equal opportunity, affirmative action, and diversity is reflected in the search procedures that are required for most vacant academic positions. An open search assists units in developing a pool of qualified and diverse applicants for a position. The campuses and University Administration have each developed search procedures that accommodate University policy, the hiring unit and its processes, and targeted fields of expertise. To comply with Equal Employment Opportunity requirements, campus units should ensure that a diverse mix of qualified individuals are involved in the hiring process. To increase diversity in the applicant pool, units must develop a search plan that includes affirmative action efforts through both traditional and non-traditional recruitment sources. This plan may be developed within a unit, or in conjunction with a search committee.

*For more information on search committee composition, see your campus EEO office's web site.*

Current University policy and equal employment opportunity law require that positions be publicly advertised both internally and externally. Units have the responsibility to identify and use appropriate media. Examples of media that would attract qualified individuals may include publications targeted to the appropriate field, local and regional newspapers, professional journals, and Internet job boards. Personal mailings to similar units in other institutions and professional organizations may also be effective.

In general, the search plan will include one or more diversity-focused sources, such as campus organizations and units, targeted publications, and professional organizations. Some campus units will post positions on a bulletin board or on an e-mail listserv. Listings of such campus-based, regional, and national sources can be found at each campus EEO office web site.

Each search plan has specific requirements that generally include a copy of the position announcement, a listing of the recruitment sources that will be utilized, and a listing of search committee members or others involved in the search process. The search plan must be approved by the appropriate EEO office before advertisements are placed and before the search begins. Search procedures vary across the University; however, all procedures include the following elements:

- The Equal Employment Opportunity office approves the search plan before the search begins.
- The search plan is implemented as outlined.
- All recruitment media must include an equal opportunity statement.
- The job description is used to determine criteria for screening applicants.

- Applications are acknowledged, including a request to return Equal Opportunity Request forms.
- Candidate list is developed for interviews based on job-related criteria.
- Applicants are notified of candidacy status in a timely manner.
- Post-search form and narrative are completed and approved in accordance with procedures.

The specific search procedures and most search-related forms are available on the EEO office web sites.

*Each campus web site provides a list of publications and web sites to assist in a diverse recruiting effort.*

Equal Employment Opportunity Office Contact Information	
<b>Chicago campus</b>	Office for Access and Equity Phone: 312-996-8670 TTY: 312-413-3035 <a href="http://www.uic.edu/depts/oea/">http://www.uic.edu/depts/oea/</a>
<b>Springfield campus</b>	Office of Access and Equal Opportunity Phone: 217-206-6222 TTY: 217-206-7949 <a href="http://www.uis.edu/aeo/">http://www.uis.edu/aeo/</a>
<b>Urbana campus</b>	Office of Equal Opportunity and Access Phone: 217-333-0885 TTY: 217-244-9850 <a href="http://www.eoa.uiuc.edu">http://www.eoa.uiuc.edu</a>
<b>University Administration</b>	Office of Human Relations and University Equal Opportunity Phone: 217-333-7925 <a href="http://www.uihr.uillinois.edu/panda-cf/eoo/">http://www.uihr.uillinois.edu/panda-cf/eoo/</a>

In order to assess equal opportunity efforts and to meet legal requirements, the University must request specific demographic information of all applicants. An Equal Employment Opportunity Information Request form is forwarded to each applicant for an academic position, with a request that the form be returned to the appropriate EEO office. This form is generally included with the acknowledgment of an application. The request should state that the completion of the form is voluntary and that the information on the form is not used in the selection process. An individual who has been nominated for a position should not receive this form until after he or she has agreed to be an applicant.

*See the sample acknowledgment letter on page 26.*

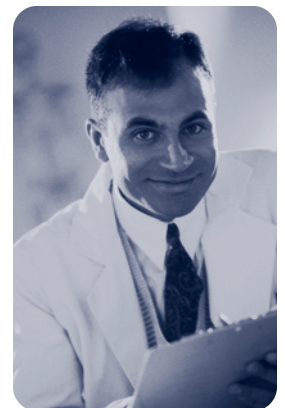
Other sections of this booklet contain helpful information that relates to the search procedure, including "Recruiting for Results," which includes aids for writing an advertisement and advertising considerations, and "Making the Selection," which contains information on interviews and reference checks.

## POINTS TO CONSIDER WHEN CONDUCTING A SEARCH

Although search efforts may vary by campus and type of position, the following are general guidelines for conducting searches.

*Each EEO office has specific requirements for conducting searches.*

- ☐ Form search committee or identify staff to be involved in search process.
- ☐ Develop position description and obtain PAPE approval for substantially changed positions.
- ☐ Assess appropriate advertising media.
- ☐ Obtain approval from campus/UA EEO office to proceed with search.
- ☐ Schedule search committee meetings (where applicable).
- ☐ Develop timelines to review applications.
- ☐ Post position advertisement.
- ☐ Use position description to draft criteria for screening applications.
- ☐ Acknowledge receipt of applications and send EEO forms.
- ☐ Screen applicants.
- ☐ Determine candidates for interviewing – be prepared to justify elimination of members of designated groups.
- ☐ Use position description to develop list of questions for interviews.
- ☐ Conduct interviews.
- ☐ Notify applicants of status of their application in a timely manner.
- ☐ Recommend short list of candidates to appropriate individuals.
- ☐ Select candidates for proposed offer.
- ☐ Draft narrative of search process after final selection is made.
- ☐ Finalize narrative of search process.
- ☐ Complete required EEO information.
- ☐ Obtain any required or formal pre-offer approvals.
- ☐ Extend an offer.
- ☐ Send letters to remaining finalists and search committee members notifying them of final outcome after an offer is accepted.



# RECRUITING FOR RESULTS — Recruitment Advertising

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## ADVERTISING CONSIDERATIONS

Successful recruitment advertising takes into consideration a number of factors, including:

- Employee Group (whether the position is Civil Service or Academic Professional).
- University advertising requirements.
- Types of resources used (newspaper, Internet job board, job fair).
- University commitment to diversity.
- Cost of advertising and audience reach.

This section addresses the topics of Civil Service and Academic Professional recruiting processes, internal and external recruitment advertising, diversity recruiting, and services offered by the University Office of Human Resources.

### CIVIL SERVICE

*See details about Civil Service pre-selection processes in the Setting the Stage section.*

For Civil Service positions, the campus Human Resources offices maintain registers and conduct recruitment programs as needed. Registers of qualified applicants usually exist in most job classifications. Units and departments need only to follow the processes required to submit an employee requisition (ER Card).

Any special recruitment activity for a Civil Service position requires prior approval from Human Resources. This includes advertising in newspapers, in magazines, on the Internet, at college placement offices or job fairs, or through other outreach events. When considering special recruitment, the current composition of the register is examined, including the ranking of veterans and minorities and the number of qualified persons already on the register. Any special recruitment should occur **before** the department submits a requisition. Contact your campus Human Resources office with any questions.

### ACADEMIC PROFESSIONAL

For Academic Professional positions, recruitment advertising is normally the responsibility of the unit. Units must determine how best to comply with the University's advertising requirements and diversity commitments while staying within their budget. The search plan must note the scope of the search (whether local, regional, or national) and list the recruitment advertising sources that will be employed.

#### Using the Position Description to Write the Advertisement

Recruiting professionals make a distinction between the types of text written for position advertisements versus position descriptions. While the position description is a detailed account of the responsibilities and skills required for the position, the effective position advertisement is a short piece (**approximately 250 words or less for print media ads**) whose primary goal is to get a job seeker interested in the position and the University. The advertisement is the first thing that a job seeker sees, and it creates the first impression of the job and the University.

Use your position description to develop your position advertisement. To attract job seekers, or "sell" the position, open with one or two concise statements that highlight the most appealing aspects of both the position and the unit. The content should quickly illustrate the one or two main functions of the position. Also, sell the position by making sure that the headlining job title is descriptive and meaningful to someone from outside the University. For example, use the title

*Ads written for the Internet have slightly different goals. See the section on E-Recruiting for more information.*

C++ Software Developer instead of Developer II in the headline. Then, make sure that the PAPE-approved position title appears in the text of the ad.

The advertisement must include:

- Approved position, rank, or title.
- Minimum qualifications, including education or work experience.
- Contact information within the hiring unit, including address, phone, and e-mail.
- An EEO statement such as “The University of Illinois is an Affirmative Action, Equal Opportunity Employer.”

Other goals of the advertisement include communicating on a general level:

- Job functions the person will perform (duties and responsibilities).
- Salary information or “Salary commensurate with experience” statement.
- Type of position: regular or temporary; full- or part-time.
- Geographical location of the position.
- Starting date, or “starting date negotiable” statement.
- Closing date for receiving applications, “For full consideration, apply by. . .”
- Any travel requirements.
- Instructions on how to apply through the Employment Center and/or sending a resume via e-mail or U.S. Mail.
- Web site addresses for the University and the hiring unit.
- A directive for the job seeker to view information about University benefits on the Web at <http://www.uihr.uillinois.edu/panda-cf/benefits/>.
- A statement about the availability of relocation assistance (if advertised regionally or nationally). See [http://www.obfs.uillinois.edu/manual/central\\_p/sec15-5.html](http://www.obfs.uillinois.edu/manual/central_p/sec15-5.html) for University guidelines on relocation assistance.

When advertising, units need to keep in mind the University’s commitment to reaching qualified candidates from diverse backgrounds. Choosing advertising media with broad readerships and acknowledging our commitment in the position description and position advertisement are both ways to communicate our commitment to diversity.

## Sample Advertisement

### Application Specialist

The University of Illinois seeks qualified candidates to provide technical and analytic support for implementation of an Enterprise Resource system serving the three University of Illinois campuses, Springfield, Chicago, and Urbana-Champaign. The new system will result in the replacement of Human Resources, Financial, and Student systems. The Application Specialist will be responsible for developing expertise in application features, functionality, and data structures. The Application Specialist will also be responsible for leading analysis/design efforts, and developing functional specifications for interfaces and software modifications.

Qualified candidates will possess a Bachelor’s degree in a related discipline and previous experience supporting major systems implementation activities. Interested candidates should submit cover letter, resume, salary expectations, and a statement of campus location preference. For full consideration, submit resume via fax, e-mail, or hard copy by January 15, 2001. Mail to:

Jane Doe  
University of Illinois Department  
of Systems  
Suite 1234, 123 Wright Street  
Champaign, IL 61820  
Fax (217) 555-5555  
E-mail: [janedoe@uillinois.edu](mailto:janedoe@uillinois.edu)

The University of Illinois offers a comprehensive benefits package to eligible employees. Benefits include State of Illinois health, dental, vision, life, retirement, and flexible spending account programs, as well as University programs including investment options, tuition waiver, and paid leave. Visit our web site at <http://uihr.uillinois.edu> for more information.

**The University of Illinois is an  
Affirmative Action, Equal  
Opportunity Employer.**



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## ADVERTISING MEDIA

Each campus has its own requirements, but in general, positions must be advertised both inside and outside the University. In accordance with Equal Employment and Affirmative Action guidelines, all salaried Academic Professional positions with 50% time employment or greater must be posted internally on the University's online Employment Center web site. This service is free and is accessed through the University's DART system. Posting through other internal sources can be coordinated through your Human Resources and EEO offices.

### UNIVERSITY'S ONLINE EMPLOYMENT CENTER

The Employment Center function of DART (<http://hrnet.uihr.uillinois.edu/dart/>, select Employment Center from the main menu) facilitates the recruiting process for both Civil Service and Academic Professional staff.

The Employment Center provides a number of useful features for hiring officials and should be utilized throughout the recruiting and selection process.

Feature	Functionality
Department Profile	View a sample and create a profile of your department, highlighting the assets you have to offer. You may also provide a link to your department's web site.
Job Posting Tips	Access information on making your job postings easier for applicants to search.
Job Posting	Create, view, edit, or delete job postings for your department.
Applicant Database	Search resumes from external candidates and current employees.
Recruiting Tips and Guidelines	Learn about effective interviewing, immigration categories, visa requirements, and laws and regulations affecting the interview process. Explore recruiting resources such as University and college career centers.
Civil Service Resumes	Retrieve electronic resumes of Civil Service candidates.
Civil Service Transfer Lists	View complete transfer lists for Civil Service candidates.
NESSIE Access for New Hires	Create a NESSIE New Hire logon for new employees. You may search one or all of the New Hires to monitor progress of their New Hire forms. Departments may also create a test NESSIE logon to view the New Hire pages.

### GENERAL PRINT ADVERTISING

In most cases, the minimum requirements for advertising outside the University involve publishing the advertisement in the local newspaper and/or an appropriate professional or trade publication.

The University has cultivated relationships with local newspapers in all three campus areas, as well as with the *Chronicle of Higher Education*. In general, the two options for advertising in these print sources are in-column line ads and multi-column display ads. Line ads are billed per line and are generally less expensive than multi-column display ads. Display ads use more than one



column and often have a border setting them off from their surroundings. Additional cost options that will make a display ad more noticeable to job seekers include:

- Colored backgrounds (usually gray for black and white ads).
- Black background with white text.
- Larger font or type size (normal type size is between 5.5 and 7 points).
- Centered text.
- Enhanced border design.
- Use of logos or photos.

*For a list of recruitment web sites, see Online Recruiting Resources in DART's Recruiting Tips & Guidelines section.*

## OTHER ELECTRONIC ADVERTISING AND RECRUITING

In addition to satisfying University requirements by placing ads internally and in external print media, units can choose to post positions on Internet job boards, which typically charge a fee for posting the advertisement for a particular length of time. Since ads are usually posted immediately, one advantage to using Internet job boards in addition to print media is that units can avoid scrambling to meet publication deadlines. Another advantage is that Internet ads may remain available for an extended period of time, compared to print ads that run for only one or two days. Candidates most often respond to Internet job postings by e-mailing or faxing resumes, inserting resumes into an online form, or completing an online application; however, units may specify U.S. Mail as an option or a preference.

### Selecting Appropriate Job Boards

Large national job boards such as Monster.com or CareerBuilder.com are well known and very popular with job seekers. However, many smaller regional or industry-specific sites offer excellent sources for candidates. In addition, there are numerous niche job boards maintained by professional organizations — such as the American Psychological Association, or groups with similar interests — such as Jobscience.com, which specializes in health care jobs. When selecting a job board, carefully assess its general visibility along with its popularity with candidates in the targeted applicant population. University Human Resources can assist units and departments in locating groups across the University to share the cost of job board contracts.

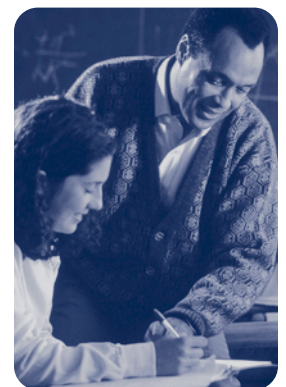
### Creating Effective Online Ads

Since advertisements often generate large numbers of responses, aim for a smaller number of qualified applicants instead of a larger number of unqualified ones.

Like a print media ad, the goal of an online job ad is to entice candidates to investigate the position. People click through online pages the way they use a TV remote, spending less than 60 seconds per page, so job postings must make every second count.

To produce effective Internet job ads, combine a high-impact, concise introduction with more detailed descriptions of the University, the unit, and the position. Begin with a descriptive title. Then, emphasize the following in the first one to two paragraphs:

- Two main functions of the position.
- The attractive nature of the unit and/or University as an employer.
- Geographical location of the position.
- Salary information.



Later paragraphs should explain the position in more detail to job seekers who have decided to read further. Remember to include:

- Duties and responsibilities.
- Minimum qualifications, including education, experience, and skills.
- Desirable qualifications, education, experience, and skills.
- Contact information.
- Starting date.
- Any travel requirements.
- Required EEO statement.

#### Format

- Format the ad for fast-moving eyeballs. Use headlines and bullets rather than long sentences and paragraphs. Start the position description with bulleted items up front, and then provide a more general description, minimum qualifications, and the key reasons why a person should want to work in the role.
- Provide for impulse communications — provide telephone numbers or e-mail addresses for questions from candidates.
- Make the most of keywords in the text and avoid abbreviations.

## DIVERSITY RECRUITING

In general, the University requires that units advertise Academic Professional positions in at least one diversity-focused source. Various campus groups will post positions on an e-mail listserv or a bulletin board to help satisfy diversity advertising requirements. Contact your campus EEO office for more internal diversity recruiting options.

External diversity sources are also used to improve diversity recruiting at the University. The following table provides a short list of popular sources. For more details about diversity recruiting requirements or additional advertising sources, contact your campus EEO office.

Publication	Coverage or Readership	Contact
<i>Black Issues in Higher Education</i>	The diverse education community; people of African, Native American, Asian, and Hispanic descent; persons with disabilities; and women.	Phone: 703-385-2981 Toll free: 1-800-783-3199 <a href="http://www.blackissues.com">http://www.blackissues.com</a>
<i>The Hispanic Outlook in Higher Education</i>	Current events and topics of interest to Hispanic educators, administrators, and students. Addresses campus events, policies, and concerns.	Phone: 201-587-8800 <a href="http://www.hispanicoutlook.com">http://www.hispanicoutlook.com</a>
<i>The Affirmative Action Register</i>	Female, minority, disabled, and veteran individuals with professional or managerial skills.	Phone: 314-991-1335 Toll free: 1-800-537-0655 <a href="http://www.aar-eeo.com">http://www.aar-eeo.com</a>
<i>American College Personnel Association's Developments</i>	Higher education student affairs professionals.	Phone: 202-835-2272 <a href="http://www.acpa.nche.edu">http://www.acpa.nche.edu</a>

# NARROWING THE FIELD — Managing Candidates & Applicants

## MANAGING CANDIDATES — CIVIL SERVICE

The first step in managing candidates differs substantially for Civil Service and Academic Professional applicants. Whereas a search committee typically evaluates applicants for an Academic Professional position, your campus Human Resources office will use active names on the appropriate registers to refer to your department a list of people eligible for your Civil Service position.

### The Notification and Referral Process

Only people who have passed the appropriate Civil Service exam and who are listed as active on the date Human Resources approves your employee requisition (ER Card) are eligible for referral. Typically, once your employee requisition is approved, your campus Human Resources office will notify eligible candidates about your position and refer to you a list of individuals eligible for your vacancy. This list will contain at least three (and most often many more) eligible candidates. (At the Springfield campus, you will not receive this list. Human Resources will arrange interviews for you.) The department will also have access to paper and/or electronic versions of the employment applications for candidates on the referral list.

*View Civil Service applications online through DART at <http://hrnet.uihr.uillinois.edu/dart>.*

Notified candidates must respond to units and indicate their interest in the position within five to seven calendar days of this notification (adjusted for holidays). If a candidate fails to respond by the deadline, call your campus Human Resources office. If some of those on the referral list do not respond or decide to withdraw their names from consideration, **and if this results in having fewer than three candidates interested in your position**, Human Resources can refer additional candidates. After receiving the list of eligible candidates and hearing that at least three are interested in the position, departments can begin the interviewing and selection process.

*See Specifics for Interviewing Civil Service Candidates in the Conducting the Interview section, page 31.*

### How to Fill or Withdraw a Position

**If at least three candidates show interest in your position** after you have interviewed all eligible candidates, Human Resources will not refer any additional candidates. You must at this point decide to select from that group or withdraw the employee requisition (ER Card). If you choose to withdraw the requisition, you cannot resubmit it for a period of time varying from 30 to 90 days, depending on circumstances. Contact your Human Resources office with information on the selected candidate or the choice to withdraw the position.

In general, the interviewing department must inform those candidates who were interviewed but not selected that the department has chosen another candidate for the position. Departments are usually responsible for notifying candidates either verbally or in writing; however, check with your campus Human Resources office because they may prefer to handle this activity.

### About the Probationary Period

The probationary period for Civil Service employees entering the University generally lasts from six to twelve months, and it is used to allow the employee to acclimate to the University and to ensure that he or she meets the performance standards of the position. During this period, the new employee must receive regular evaluation and feedback from the supervisor. Contact your campus Human Resources office for more information on probationary periods and evaluation schedules and processes.

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## MANAGING APPLICANTS — ACADEMIC PROFESSIONAL

*Contact your campus EEO office for details on how to gather demographic information.*

Once applications and resumes are received, acknowledgment and pre-screening are important steps in the search process. Acknowledge the receipt of all applications and follow campus equal opportunity processes to gather demographic information. See the following sample acknowledgment letter. **Recognize that there is a high demand for people with certain skills, so proceed as quickly as possible and inform applicants about timelines.**

Use personalized e-mail lists and follow-up telephone conversations to pre-screen candidates, to keep them informed of the progress of the search, and to build relationships with those who appear to be the most qualified. Pre-screening questions need to be based on position factors, which may include:

- Willingness to relocate.
- Acceptability of the salary range.
- Readiness to provide proof of credentials and degrees.

If your job advertisement has resulted in an overwhelming number of applicants, you may use e-mail to respond and ask pre-screening questions to eliminate those who are not qualified or who may no longer be interested in the position.

Inform applicants when the position is filled or when it has been determined that they will not be considered for the position.

### Sample Acknowledgment Letter

Date

Name  
Street Address  
City, State, Zip

Dear (Name):

Thank you for expressing interest in the position of  
Application Specialist in the University Office of Systems.

We are in the process of reviewing each application for  
consideration. When a decision has been reached, you will  
be contacted as to the results.

We would appreciate it if you would fill out the enclosed EEO  
form and return it to the Affirmative Action Office at the  
University. The completion of this form is voluntary and is not  
considered part of the selection process.

Sincerely,

Jane Supervisor  
Associate Director  
University Office of Systems

Enclosure

# MAKING THE SELECTION — Interviewing & Extending an Offer

## PROVIDING INFORMATION

In addition to information you provide interested applicants about your unit and position, it is also important to ensure that all prospective and/or recently hired employees are provided with materials regarding the University's benefits package. To assist departmental representatives with this responsibility, checklists and summaries of the information you will need to provide to prospective and recently hired employees, as well as specific time frames for delivery of the materials, are listed in Appendix C. This information includes:

- A list of benefits materials to provide applicants during the interviewing and hiring processes.
- Checklist of information departments may need to provide during the recruiting process.
- Checklist of information departments may need to provide during the hiring process.

## INTERVIEWING

### THE INTERVIEWING PROCESS

An effective interview occurs when the interviewer spends the majority of the time **listening**, while also providing the candidate critical information about the job. The interview should be an exchange of information that is useful in evaluating the candidate's skills relative to the requirements of the job.

There are four major phases of the interviewing process, and each phase is marked by specific activities.

- Preparing for the interview.
- Conducting the interview.
- Closing the interview.
- Documenting the process.

### PREPARING FOR THE INTERVIEW

In this phase, the interviewer(s) should familiarize themselves with the position description and the specific requirements of the job. Care should be taken to design a list of questions that can generally be used for each candidate being interviewed for the position. This is usually referred to as a structured interview format. This format is recommended because it allows the interviewer to overcome first-impression biases and carefully document the process. More information on structured interviewing can be found at in DART. Access DART at <http://hrnet.uihr.uillinois.edu/dart/> and select Employment Center from the main menu. Next, select "Recruiting Tips & Guidelines" and then "Structured Interviewing".

*For guidance on formulating questions that are free from discrimination, refer to page 30.*

The Four Basic Types of Interview Questions	
Open-ended	What experience can you offer our department?
Behavioral	Tell me about a time when you had to deal with an angry customer.
Situational	What would you do if you were asked to lead a search to fill a supervisor position?
Close-ended	Do you have an MBA?



It is important to structure the interview with a balance of open-ended, behavioral, and situational questions. More detailed information and tips on creating effective interview questions can be found in DART. Access DART at <http://hrnet.uihr.uillinois.edu/dart/> and select Employment Center from the main menu. Next, select “Recruiting Tips & Guidelines” and then “Interview Questions”.

When scheduling the interviews, make every attempt to work within the candidate’s schedule. Reserve a private area free from interruptions for the actual interview. Allow ample time, generally one to one and a half hours, for the first interview. Create an open non-intimidating environment, such as sitting at a round table instead of behind a desk or long table. Make sure to carefully review the candidate’s resume and become familiar with his or her credentials and background. Make a list of questions regarding his or her resume or application that may need to be clarified.

### **Showing Sensitivity to Both Visible and Invisible Disabilities in the Interview**

As with any job opening, interview questions for all candidates should be based on job specifics and core competencies, and questions should be the same for each interview. Do not assume that because you cannot see a disability, it does not exist. Questions to ask and to avoid are located in Interviewing and Selection Inquiry Guidelines on page 30.

### **Candidates with Disabilities**

Several federal and state laws include non-discrimination and/or reasonable accommodation provisions for people with disabilities, including the Americans with Disabilities Act of 1990, the Illinois Human Rights Act of 1980, and the Rehabilitation Act of 1973 — the latter covering federal contractors. Employers are required to make reasonable accommodations for persons with disabilities, as defined by law, throughout the recruiting process and after employment. Requests for accommodations and/or the provision of accommodations must not adversely affect a person’s consideration for employment. If they have not received a reasonable accommodation, or if they have received unequal treatment or unequal access, applicants or candidates may file discrimination charges against the University and/or staff involved.

A candidate with a disability may request:

- Assistance when the job interview is conducted. Provide reasonable access to interview locations, signers to assist hearing-impaired persons, or other reasonable accommodations requested by the candidate.
- An accommodation to perform the essential functions of the position. Consider providing equipment that might assist in the performance of job duties, such as a computer screen magnification device, or consider reassigning non-essential duties to other positions.
- An accommodation to make physical adjustments to the employee’s work area. Consider such accommodations as raising or lowering a desk surface, ensuring that all office equipment is accessible, or providing other reasonable restructuring of work areas.

### **Religion**

Even if an applicant’s religious observance prevents him or her from working certain hours, this fact cannot be used to bar that applicant from employment. Except in cases where undue hardship can be proven, employers must make reasonable accommodation for religious practices of an employee or prospective employee. Such accommodation could include flexible scheduling, lateral transfer, or change of job assignments. Requests for accommodations and/or accommodations made must not adversely affect an individual’s consideration for employment.

### **Documenting Accommodation Activities**

Once you receive a request for an accommodation, do not ignore it! You must keep a detailed departmental record of any candidate requests for accommodation and how you have

*Additional information on related state and federal laws is available at <http://www.uihr.uillinois.edu/panda-cf/eo/>.*



responded. If a discrimination charge occurs, the department will be required to provide an account of its actions. When you have questions about resources available to assist you in the consideration of reasonable accommodations, please call your campus Human Resources or EEO office.

### Laws Impacting the Selection Process

The table at right lists some of the key laws that you should be aware of concerning the selection process. Another resource is the EEOC web site at <http://www.eeoc.gov/laws.html>. It is important to phrase interview questions in accordance with state and federal employment laws. Questions you may and may not ask are detailed in the Interviewing and Selection Inquiry Guidelines chart, page 30.

Laws Impacting Selection	
<b>Age Discrimination in Employment Act</b>	<ul style="list-style-type: none"> <li>Prohibits discrimination against persons 40 years of age and older.</li> <li>Promotes the hiring, promotion, and other terms and conditions of employment of older people.</li> <li>Requires hiring decisions based on abilities rather than age.</li> </ul>
<b>Americans with Disabilities Act (ADA)</b>	<ul style="list-style-type: none"> <li>Requires facilities to be accessible to the disabled.</li> <li>Prohibits employment discrimination on the basis of disability.</li> <li>Prohibits pre-employment medical inquiries and examinations.</li> <li>Prohibits an organization from excluding a qualified person if he or she can perform the “essential functions” of the job either unaided or with “reasonable accommodation.”</li> </ul>
<b>Immigration Reform and Control Act (IRCA)</b>	<ul style="list-style-type: none"> <li>Prevents employment of illegal aliens.</li> <li>Requires employers to ensure applicants are legally employable in the United States.</li> <li>Requires employees to complete an Employment Eligibility Verification Form (I-9 Form).</li> <li>Employers often violate the act by asking for identification only from people of color; or applicants with obvious cultural, language, speech, or accent differences.</li> </ul>
<b>Pregnancy Discrimination Act of 1978</b>	<ul style="list-style-type: none"> <li>Prohibits discrimination based on pregnancy.</li> <li>Women affected by pregnancy, childbirth, or related medical conditions shall be treated the same as non-pregnant employees for all employment-related purposes, including fringe benefits.</li> </ul>
<b>Title VII of the Civil Rights Act</b>	<ul style="list-style-type: none"> <li>Prohibits discrimination in hiring, compensation, and terms, conditions, or privileges of employment based on race, religion, color, sex, or national origin.</li> </ul>
<b>Federal Executive Order #11246</b>	<ul style="list-style-type: none"> <li>Requires federal contractors to engage in affirmative action to address underrepresentation in the work force based on race, ethnicity, or gender.</li> </ul>
<b>Equal Pay Act</b>	<ul style="list-style-type: none"> <li>Prohibits discrimination based on sex in the payment of wages or benefits when men and women perform work requiring similar skills, effort, and responsibility for the same employer under similar working conditions.</li> </ul>
<b>Illinois Human Rights Act</b>	<ul style="list-style-type: none"> <li>Provides for freedom from discrimination because of race, color, religion, sex, national origin, ancestry, age, marital status, physical or mental handicap, military status, or unfavorable military discharge, in connection with employment.</li> </ul>



## INTERVIEWING AND SELECTION INQUIRY GUIDELINES

	May Ask	May Not Ask
<b>AGE</b>	<ul style="list-style-type: none"> <li>Are you at least 18 years of age?</li> </ul>	<ul style="list-style-type: none"> <li>What is your date of birth?</li> </ul>
<b>DISABILITY</b>	<ul style="list-style-type: none"> <li>Are you capable of performing the position's essential job functions with or without accommodation?</li> <li>Can you meet the attendance requirements of this job?</li> </ul>	<ul style="list-style-type: none"> <li>Do you have a disability?</li> <li>Do you have any previous major medical problems?</li> <li>Have you ever received worker's compensation?</li> <li>How many days were you sick last year?</li> <li>What prescription drugs are you currently taking?</li> <li>Have you ever been treated for alcoholism or mental health problems?</li> </ul>
<b>NATIONAL ORIGIN</b>	<ul style="list-style-type: none"> <li>Are you legally employable in the United States?</li> <li>Are you able to speak/write English fluently? (If job related)</li> <li>What languages other than English do you speak? (If job related)</li> </ul>	<ul style="list-style-type: none"> <li>What kind of last name is Smith?</li> <li>Where were you born? Were your parents born there?</li> <li>What is your lineage or national origin?</li> <li>What is your spouse's nationality?</li> <li>Are you a citizen of a country other than the United States?</li> <li>What is your native tongue? How well do you speak English?</li> <li>What is your maiden name?</li> </ul>
<b>MARITAL / FAMILY STATUS</b>	<ul style="list-style-type: none"> <li>Do you have any relatives, or a spouse, already employed by the University?</li> <li>Have you used any other name(s) on employment or education records?</li> </ul>	<ul style="list-style-type: none"> <li>When do you plan to have children?</li> <li>How many children do you have?</li> <li>What are the ages of your children?</li> <li>What is your maiden name?</li> </ul>
<b>CIVIL RIGHTS</b>	<ul style="list-style-type: none"> <li>You may ask applicants to volunteer racial information — <b>when it is not seen by the individual or office involved in the hiring decision.</b></li> <li>What professional organizations do you belong to?</li> <li>Are you available to work weekends? (If job related)</li> <li>Have you used any other name(s) on employment or education records?</li> <li>For purposes of checking your work record and credentials, have you ever changed your name or assumed another name?</li> </ul>	<ul style="list-style-type: none"> <li>You may not ask applicants to supply a photo in the application process.</li> <li>What race are you?</li> <li>Tell me all the clubs you belong to.</li> <li>What place of worship do you attend?</li> <li>Do you wish to be addressed as Mrs., Miss, or Ms.?</li> <li>What is your maiden name?</li> <li>What is your spouse's name?</li> <li>Where is your spouse employed?</li> </ul>
<b>CONVICTION RECORD</b>	<ul style="list-style-type: none"> <li>Please avoid all questions in this area. A conviction record does not bar an individual from employment at the University. Your campus Human Resources office can assist in this area.</li> </ul>	<ul style="list-style-type: none"> <li>Have you ever been arrested?</li> </ul>

## CONDUCTING THE INTERVIEW

The format of the interview should follow the position-specific questions developed when you prepared for the interview. If needed, probe for the who, what, where, when, why, and how answers. Do not fill in the silences. The interviewer should be prepared to address:

- Title or classification.
- Reporting relationships.
- Unit or department overview.
- Position's duties and performance expectations.
- Performance evaluations or probationary periods.
- Salary increases and expectations.
- Growth opportunities.
- University benefits.

*Contact the campus Benefits office for copies of the brochure University of Illinois Employee Benefits ("Benefits Highlights Brochure"). This pamphlet is appropriate to hand out to candidates and provides an overview of University benefits.*

### Specifics for Interviewing Civil Service Candidates

All candidates referred **must** have the opportunity to be interviewed and no offer of employment can be made until **all** interviews are completed. The following guidelines are suggested for effective interviewing. If you would like further advice or assistance, call your campus Human Resources office.

- Review campus EEO pre-employment guidelines for legal and illegal interview questions.
- Candidates are generally not permitted to demonstrate their knowledge or skills by any written means other than the required Civil Service System exams. Some work samples may be permitted, provided the same request is made of each candidate; contact your campus Human Resources office for specific information.
- Contact your Human Resources office before discussing salary information with candidates.
- If it is a requirement of the position, inform all candidates that they must also pass any required pre-employment physical, strength, or drug testing; or criminal history background review.
- Inform all candidates that if they are offered a position, prior to beginning work they will be required to complete the hiring process through NESSIE New Hire and to provide proper identification (picture driver's license, Social Security card, or visa if appropriate) to complete the I-9 form proving their eligibility to work in the United States.

## CLOSING THE INTERVIEW

Always provide the opportunity for applicants to ask questions. Discuss the time frame for the process and next steps. Review their resumes and credentials to make sure you have everything needed, including reference information. Be sure to thank applicants for their time.

## DOCUMENTING THE INTERVIEW

Documentation should be pertinent to the position qualifications you are interviewing for. Never write on the resume. Keep separate notes. Keep in mind that you may be required to reconstruct your evaluation process later on for EEO or legal proceedings. Contact your EEO office and campus Human Resources office for instructions and guidelines in this area.

## REFERENCE AND BACKGROUND CHECKS

### CHECKING REFERENCES

The hiring department is responsible for checking candidate references. Checking references is an important means of assessing a candidate's likely job performance. Typically, employers ask candidates to provide three professional references. In addition, the hiring department should contact the previous employers listed on the candidate's resume. The following guidelines are suggested for reference checks:

- If a candidate asks that his or her current employer not be contacted, that request should be honored unless the candidate is a finalist for your position. In that case, notify the candidate of your intent to check the reference before you make any contacts.
- Contact the last three previous employers and speak to the candidate's direct supervisor. Verify the information provided on the resume and ask specific questions about the quality of work, attendance, relationships with coworkers and supervisors, and reason for leaving the position. Ask about specific job duties in that position and what the person's strengths and weaknesses were in performing them. Record and document the information. You may want to provide examples of duties that the candidate will be required to perform and ask the supervisor to compare these to the duties the candidate performed for that employer.
- Reference information should be documented. The sample form below can be used as a guide for reference checking and is a convenient tool for documentation.

PHONE REFERENCE REPORT		
Candidate Name (Print) _____		UIN (UI Employee) or SSN (Non-UI employee) _____
Company Name _____	Company Phone # _____	Company Contact Person/Position Title _____
Classification of Vacancy _____	Department _____	CS# _____
Reference Checked by (Signature) _____	Position Title _____	Date of Reference _____
Employed From ____ To ____ Earnings were ____ per ____		
Position Held: _____		
Description of Duties: _____ _____ _____ _____		
Reason for Termination: _____		
List Any Discrepancies with Application: _____ _____ _____		
Would the Company Rehire? (Yes or No): _____		
If Not, Why? _____ _____ _____		
Additional Comments/ Other Inquiries: _____ _____ _____		

RECOMMENDED PHONE REFERENCE CHECK QUESTIONS
The same questions must be asked of each candidate. Document each employer's responses.
<u>Recommended Questions:</u>
1. Describe the candidate's responsibilities with your company.
2. Was the candidate productive?
3. What are the candidate's strengths? Weaknesses?
4. How did the candidate get along with co-workers?
5. How did the candidate get along with supervisors?
6. Was the candidate reliable?
7. Did the candidate meet deadlines?
8. Why did the candidate leave your company?
9. Is there anything else you'd like to tell me about the candidate?
10. Would you rehire the candidate?

## SPECIFICS FOR CHECKING REFERENCES FOR CIVIL SERVICE CANDIDATES

The State Universities Civil Service System allows candidates to be removed from registers for specific reasons. Sometimes, information acquired during the interview or when checking references may meet some of those reasons and suggest that the candidate may be unsuited for University employment. If this occurs, immediately contact your campus Human Resources office. Under some circumstances, the campus Human Resources office, with authority delegated by the Director of the State Universities Civil Service System, may remove the name of an unsuitable candidate from the register.

For consideration of such a request, the interviewing department must provide evidence of unsatisfactory job performance. All reference information must include the name and title of the source and the date of the reference. If removing an unsuitable candidate from the register results in fewer than three candidates, another candidate may be referred. Possible reasons for removal include evidence that the candidate:

- Fails required physical examination.
- Uses intoxicating beverages to excess or uses narcotics.
- Has been dismissed from either private or public service for a cause detrimental to his or her employment by an employer under the System.
- Has maintained an unsatisfactory employment record.
- Has practiced deception or fraud in his or her application, examination, or material pertaining to these.
- Has committed an offense which, in the judgment of the Director, disqualifies him or her for employment.

## BACKGROUND INVESTIGATIONS

The campus Human Resources offices coordinate a Background Investigative Review on candidates for positions identified as “security sensitive” and on candidates who have indicated a record of criminal conviction on the employment application. These investigations are narrowly focused on conviction records, including those of violent behavior, and do not provide information on the person’s day-to-day job performance.

Positions considered to be security sensitive usually include:

- Child care.
- Direct patient care.
- Residential areas.
- Campus security services.
- Positions with access to drugs, valuable equipment, or firearms.

For additional information about security sensitive positions or to request that a position be designated as such, contact your campus Human Resources office.



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## SALARY GUIDELINES

### CIVIL SERVICE STARTING COMPENSATION

In general, campus policy, together with labor union contracts when applicable, determines the salary offered to a candidate for a Civil Service position. No salary other than the minimum rate for the job classification may be offered to a candidate without the prior approval of the campus Human Resources office. Above-minimum exceptions are sometimes granted on review of a candidate's qualifications and experience.

#### Open Range Pay Plan

All outside applicants referred for positions covered by this pay plan must be hired at the minimum pay rate of the job classification, unless a higher rate has been requested by the department and approved by the campus Human Resources office.

Current employees referred for positions covered by this pay plan may be entitled to an above-minimum rate of pay as provided for in campus salary policy. To determine the correct starting rate of pay, please call the campus Human Resources office, limiting your request to those candidates who are finalists for your position.

#### Negotiated Pay Plan

Outside applicants and current employees referred for these positions usually start at a designated or minimum rate for a job classification. Questions about possible promotional rates for current employees should be directed to the campus Human Resources office.

Civil Service pay plan information can be found online at:

- Chicago campus <http://www.uic.edu/depts/hr/quicklinks/payplans/>
- Springfield campus <http://www.uis.edu/humanresources/employment/emp.htm>
- Urbana campus <http://www.pso.uiuc.edu/classification/>

### ACADEMIC PROFESSIONAL STARTING COMPENSATION

Employing units determine the salary ranges for their Academic Professional positions, subject to review by the Human Resources offices and subject to campus minimum salary levels. The advertised salary information is important to candidates, and a realistic salary level will screen out most candidates who would not accept the salary advertised.

*To check market rates for a position, see the Department of Labor web site at <http://www.dol.gov> and the Bureau of Labor Statistics web site at <http://www.bls.gov>.*

*Typically, professional and trade organizations publish salary surveys.*

When setting salary ranges for Academic Professional positions, it is important to consider information from a variety of sources. The campus Human Resource offices are available to assist units with determining appropriate salary levels. When establishing salary rates, consider the following:

- National salary survey data.
- Local salary survey data.
- Internal equity – salaries paid for similar jobs in the unit.
- Campus equity – salaries paid for similar jobs across campus.
- Compression implications – paying new employees as much as or more than long-term employees, possibly contributing to a morale problem.
- Unit budget.

- Market pressures – availability of qualified candidates.
- Level of experience desired.
- Importance of the position to the unit (pay more for significant importance, but lower for positions with low impact).

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## MAKING THE OFFER

### CIVIL SERVICE

When the hiring unit chooses the final candidate, the campus Human Resources office will assist in preparing an offer, including confirming the final salary offer. Make sure you draft a written discussion of any factors that may affect a candidate's decision to accept or reject an offer. Your Human Resources office can help you draft courteous letters of regret for candidates who were interviewed but not selected. Human Resources can also assist in coordinating the orientation process for the New Hire.

Upon completing all required interviews, the department may call and make an offer of employment to one of the candidates. If the department chooses, they may follow up with a written offer. This letter should include:

- Specific title of classification.
- Reporting relationship.
- Expected or anticipated start date.
- Annual and hourly compensation.
- A statement about probationary terms.
- Instructions to the employee to report to the campus Human Resources office with proper identification and information necessary to complete the I-9 form and NESSIE New Hire.
- Specific instructions concerning the first day.
- Information on Benefits Orientation.

Note that persons newly hired at the University in a regular Civil Service position and current employees accepting an appointment in another classification must usually serve a probationary period. In certain circumstances, an employee will not have to serve a probationary period if he or she was previously employed in the classification. Check with your campus Human Resources office for guidance in this area.

### ACADEMIC PROFESSIONAL

Once the hiring unit or search committee has identified finalists to interview, the campus or University Administration EEO office may require specific search summary forms to be completed. If all forms and information are in order, approval is typically given for an offer to be made. Generally, the New Hire's direct supervisor should verbally make an offer of employment and send a written follow-up. In many units, the Unit Head sends the written offer. Verbal and written employment offers should include:

- Specific title for position.
- Reporting relationship.
- Geographic location.



For information about relocation assistance, see University guidelines at [http://www.obfs.uillinois.edu/manual/central\\_p/sec15-5.html](http://www.obfs.uillinois.edu/manual/central_p/sec15-5.html).

- Expected or desired start date.
- Annual compensation.
- Any relocation assistance provided (if applicable).
- A statement about documents that will be required within the first three days of employment (i.e., I-9 Form).
- Specific instructions concerning the first day.
- Information on NESSIE New Hire and Benefits Orientation.

The candidate should accept your offer in writing as well. Keep the acceptance on file. The campus Human Resources offices may require copies of the offer and acceptance before completing the individual's appointment.

## SAMPLE LETTERS

### Sample Offer Letter for Academic Professional Positions

Date

Name  
Street Address  
City, State, Zip

Dear (Name):

As a follow-up to our conversation of (date), I write to extend an offer of employment to you for the (job title) position. The annual salary for the position is (salary amount). Additionally, as a full-time academic employee, you are eligible for the University benefits program. I have enclosed a packet of benefits materials, and you may contact the Benefits Center at 1-866-669-4772 for additional information.

We agreed to a starting date for the position of (date). I have enclosed information about relocation allowances. You have an allotment of (dollar amount) to be used toward moving expenses.

I have also enclosed the Logon ID, password, and URL that will allow you access to instructions for completing your New Hire paperwork.

I look forward to your joining the staff of the Department of Chemistry. If you have any questions, please do not hesitate to contact me.

Sincerely,

Enclosures

I hereby accept the terms and conditions of this offer.

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### Sample Letter of Regret for Academic Professional and Civil Service Positions

Date

Name  
Street Address  
City, State, Zip

Dear (Name):

Thank you for the time you spent interviewing with us for the position of (job title). I enjoyed meeting with you and discussing your experiences.

The selection of a final candidate for the position was difficult due to the caliber of individuals interviewed. However, we have extended an offer to another candidate who has accepted.

Again, thank you for your interest in the position and best of luck in your future endeavors.

Sincerely,

# ACCLIMATING THE NEW HIRE — Post-Hire Process

## GETTING THE NEW HIRE STARTED

After an offer is made, contact the employee to confirm a start date and where to report. Upon accepting a position, Civil Service new hires should report to the campus Human Resources office to complete specific paperwork and initiate the new hire process. Academic Professional new hires should report to their hiring department.

All employees hired by the University of Illinois must complete certain forms as part of the hiring process. This includes enrolling in benefits programs; providing demographic and address information; establishing direct deposit and withholding requirements; and providing other legal documentation. The online interface between DART, NESSIE New Hire, and Banner allows most new hire transactions to be completed electronically. Because this functionality is web-based, a new employee with Internet access can begin their part of the process from anywhere in the world.

### DART: ADMINISTRATIVE TRANSACTIONS

Once the decision to hire has been made, and an offer has been extended and accepted, the online hiring process can begin. Through DART's Administrative Transactions section, department representatives will give newly hired employees access to NESSIE New Hire. New hires will have access to NESSIE New Hire for 60 days after the logon is created; however, they only have **ten** days from their first day of employment to complete their benefits enrollment.

#### Create New Hire/Employee Group Change Logon

Completing the DART application, **Create New Hire/Employee Group Change Logon**, accomplishes three important tasks:

- Creates the new hire record in Banner.
- Assigns a University Identification Number (UIN), if the employee does not already have one.
- Creates a Logon ID and Password for the new employee to use to access NESSIE New Hire.

Access the application at <https://hrnet.uihr.uillinois.edu/dart-cf/admin/> and follow the on-screen instructions. **The employee's Social Security Number is required to complete this application.** Once the employee's information has been entered, invitations to enroll in the Benefits Insurance Orientation sessions will be sent to new employees by email notification (provided the department representative enters the new employee's email address when completing the application) and also via U.S. Mail to their home address. It is the your responsibility to ensure that your new employee receives the NESSIE New Hire Logon ID and Password, and promptly attends a Benefits Insurance Orientation session, so that he or she may begin completing time-sensitive benefits and employment forms online.

#### NESSIE New Hire Access

NESSIE New Hire, at <http://newhire.uihr.uillinois.edu>, provides new employees with a Task List of important online forms that they are required to complete during their first days on the job. Since this application is available on the Internet, new employees may even begin completing their forms prior to their first work day. NESSIE New Hire also offers valuable information on Child Care Resources, Parking, Policies, Transportation, and Benefits, which can be accessed by the new employee, as the information is needed.

Employees need to be aware that NESSIE New Hire is the only way of enrolling in State and University benefits! If a new hire has special needs or challenges with using the NESSIE enrollment system, please refer the employee to the campus Benefits office. Counselors will be available to assist employees with the enrollment process.



*Checklists for departmental recruiting and hiring information can be found in Appendix D.*

*For detailed instructions on using the **Create New Hire/Employee Group Change Logon** application, see Appendix E.*

For detailed instructions on using DART's **Search New Hire Status** application, see Appendix E.

### Search New Hire Status

The **Search New Hire Status** application in DART allows you to view the status of your new employee's NESSIE New Hire Task List. Using this application, departments can monitor the progress to completion of the new hire's forms. Departments will be informed by automatic email when the new employee completes critical pieces of information.

## ACADEMIC PROFESSIONAL POST-HIRE PROCESS

In order to complete the post-hire process for Academic Professionals, the home unit completes the new job information fields, chart of accounts (C-FOAPAL), new service dates, and contact information in the Personnel Information Transmittal Report (PITR). Next, the PITR is routed within the department for approval, and then sent to Human Resources for processing. Once approved by Human Resources, the home unit can set up a new hire in DART. For more information on the PITR, visit DART at [https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?\\_id=1700](https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?_id=1700).

UIS follows a different process. Contact campus Human Resources if you are hiring on the UIS campus.

## CIVIL SERVICE POST-HIRE PROCESS

In order to complete the post-hire process for Civil Service employees, the home unit completes the new job information fields, chart of accounts (C-FOAPAL), new service dates, and contact information in the Personnel Information Transmittal Report (PITR). Next, the PITR is routed within the department for approval, and then sent to Human Resources for processing.

## NEW EMPLOYEE ORIENTATION

New employees are invited to enroll in three orientation sessions:

- **Benefits Insurance Orientation Session** (to be attended during the first week of employment).
- **Optional NESSIE Benefits Enrollment Session** (to be attended immediately following the Benefits Insurance Orientation Overview Session during the first week of employment).
- **Optional Retirement Overview Session** (to be attended during the first six months of employment).

Please see Appendix F for a description of the correspondence employees will receive about the Benefits Insurance Orientation session.

Human Resources has developed a New Employee Benefits Checklist, which explains to the new employee how to enroll in the Benefits Insurance Orientation sessions. The Checklist also outlines the specific benefits enrollment time frames and deadlines. Please print a copy of the New Employee Benefits Checklist from [https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item\\_id=1859](https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item_id=1859) and give it to the employee.

It is imperative that you emphasize to the new employee the importance of attending a Benefits Insurance Orientation session and enrolling through NESSIE New Hire. This ensures that new employees receive the necessary information to make informed benefits decisions and correctly enroll in the University of Illinois benefits program.

## I-9 FORM: IDENTITY AND EMPLOYMENT ELIGIBILITY VERIFICATION

It is the employer's responsibility to verify a new employee's identity and employment eligibility within three business days of the first day of employment. Employers cannot designate which documents the employee must provide for verification; however, the new employee must be able to provide documentation that verifies **both** identity and employment eligibility. The lists of acceptable documents approved by the U.S. Department of Justice are listed on the I-9 form. If the employee provides a document from List A, both identity and employment eligibility have been verified and no further documentation is required. If the document is not from List A, then one document from both List B and List C must be provided.

The I-9 form is available online at <http://www.uic.edu/depts/hr/quicklinks/hrforms/I9.pdf>.

## I-CARD: UNIVERSITY ID CARD

Arrange for the new employee to obtain an i-card, the official University identification card. I-cards are used to access University services and facilities, and to verify an individual's status as a University of Illinois employee. More information about i-cards, including campus ID center locations, can be found online at <http://www.icard.uillinois.edu/>.

## NETGLEARNING

New employees should be encouraged to utilize NETgLearning for improving and developing skills. NETgLearning is an online training and professional development program, which provides access to 375 interactive courses at no cost, and an additional 800 courses for a low annual fee. Included in the 375 courses that are available at no charge, are instruction on desktop applications such as Microsoft Outlook, Word, Excel, PowerPoint, Access, and Project; programming such as C, C++, HTML, Java, and Oracle; and professional skills such as Project Management, Conducting Meetings, Budgeting, Time Management, Decision Making, and Interviewing. New employees can find more information and instructions for NETgLearning at [https://nessie.uihr.uillinois.edu/cf/training/index.cfm?Item\\_id=657](https://nessie.uihr.uillinois.edu/cf/training/index.cfm?Item_id=657).

*Contact your campus Human Resources office for information on additional employee training and professional development opportunities offered on your campus.*

# APPENDIX A — Hiring Other Employee Groups

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## FACULTY & OTHER ACADEMICS

### FACULTY

Faculty members fulfill the teaching, research, and public service mission requirements of the University and pursue career paths within their professional disciplines. Faculty titles include Professor, Associate Professor, and Assistant Professor.

Appointments for faculty must be **tenure** or **tenure-track**, meaning the appointment may be for an indefinite length of time. By definition, positions with title modifiers such as adjunct or visiting cannot be tenure or tenure track. For information on hiring procedures for faculty, contact your campus Academic Affairs office.

### OTHER ACADEMICS

Non-tenured academics help fulfill the teaching, research, and public service mission requirements of the University and pursue career paths within their professional disciplines. Non-tenured academic titles include Instructor, Lecturer, Teaching Associate, Research Associate, and Clinical Associate.

These titles often include modifiers such as adjunct, clinical, research, or visiting. For information on hiring procedures for other Academic employees, contact your campus Academic Affairs office.

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## SHORT-TERM EMPLOYEES

### EXTRA HELP

*Contact your campus Human Resources office for specific campus guidelines regarding Extra Help and Academic Hourly employment.*

Departments may address temporary staffing needs by hiring Extra Help employees to perform work which is of limited duration. An Extra Help position may last from one day to no more than 900 hours in any consecutive 12-month period. Procedures for hiring Extra Help employees vary by campus. If you have determined a need for an Extra Help employee, contact your campus Human Resources office for how to proceed.

### ACADEMIC HOURLY

Academic Hourly employees are used to fill temporary academic positions that require professional qualifications and expertise on a short-term basis. Appropriate duties are non-clerical and exempt from Civil Service. These employees fill a wide range of academic project needs in university units, such as special web development projects, short-term research activities, and unique, project-oriented instructional or administrative tasks. Academic Hourly appointments are temporary and should be reserved for special circumstances.

Academic Hourly appointments do not require an affirmative action search; however, PAPE approval may be required. A candidate must hold at least a Bachelor's degree and may be a graduate student. The individual will have to complete certain employment forms and provide specific information regarding his or her experience. Academic Hourly employees can work a varied number of hours each week, but are subject to the provisions of the Fair Labor Standards Act. These employees are required to fill out a time sheet and are paid biweekly. Academic Hourly employees are not eligible for benefits. Please contact your campus Human Resources office for more information and guidance on filling an Academic Hourly position.

## **UNDERGRADUATE STUDENTS**

There are two general categories of student employment — regular student employment and the Federal Work Study Program. Students must meet minimum registration requirements in their program of study in order to retain employment, and they may be subject to a maximum allowable number of work hours per week.

Procedures for hiring regular student employees vary by campus. In general, once you determine a need for a student employee, your department's hiring official must contact the campus Financial Aid and/or Student Employment offices. The Financial Aid and/or Student Employment offices will generally post open positions for regular student employment and may assist in identifying candidates. Your hiring official is responsible for interviewing candidates and making a selection. Please contact the Financial Aid and/or Student Employment offices for information on hourly rates of pay, necessary paperwork, and procedures for entering the student into the payroll system.

The Federal Work Study Program is a federally funded student financial aid program administered by the campus Financial Aid offices. Positions are awarded to students who demonstrate financial need. In this program, departments pay a percentage of the student's earnings, while the federal government pays the remainder. Contact your campus Financial Aid office to see if your position qualifies for this program.

## **GRADUATE ASSISTANTSHIPS**

Graduate students may be appointed by academic or administrative units as teaching assistants, research assistants, or graduate assistants. The primary considerations in awarding assistantships are the appropriateness of the student's abilities and preparation for the duties to be performed, together with the relevance of those duties to the student's own graduate education.

Graduate students must be admitted to graduate study, meet minimum registration requirements, and be in good standing in their graduate programs in order to hold their appointments. Non-native speakers of English must meet the University's oral English proficiency requirements in order to be assigned direct instructional duties (i.e., duties with direct student contact).

Graduate students may also be awarded Federal Work Study Graduate Assistantships on the basis of financial need. These assistantships are a subset of the traditional Federal Work Study Program and provide federal funds as a percentage of the assistantship stipend. A student appointed to a Federal Work Study Assistantship must meet the citizenship, registration, educational loan default, financial need, and any other requirements as set by the federal government and administered by the University.

Departments should contact the Graduate College, Office of Academic Human Resources, or the Office of Student Financial Aid, as appropriate, on their campus for more information on appointing graduate students.



# APPENDIX B — Contacts and Resources

	Services	Offices	Contacts
Academic Appointments	<ul style="list-style-type: none"> <li>Processes appointments.</li> <li>Determines accuracy of appointment terms.</li> <li>Fields general inquiries about Academic Professional employment opportunities.</li> <li>Assists departments in determining appropriate job titles and developing accurate position descriptions.</li> <li>Accepts PAPEs and position descriptions for approval.</li> </ul>	UIC: Academic Human Resources/Records	312-413-3490 <a href="http://www.uic.edu/depts/hr/ahr/">http://www.uic.edu/depts/hr/ahr/</a>
		UIS: Office of Human Resources	217-206-6652 <a href="http://www.uis.edu/humanresources/">http://www.uis.edu/humanresources/</a>
		UIUC: Office of Academic Human Resources	217-333-6747 <a href="http://www.ahr.uiuc.edu/">http://www.ahr.uiuc.edu/</a>
		UA: University Office of Human Resources	217-333-2590 <a href="http://www.uihr.uillinois.edu/">http://www.uihr.uillinois.edu/</a>
Civil Service Employment	<ul style="list-style-type: none"> <li>Provides information on Civil Service employment opportunities, employment registers, and transfer lists.</li> <li>Maintains complete listing of position requirements, including security sensitive classifications.</li> <li>Assists in recruiting applicants and advertising positions.</li> <li>Oversees the job application process for Civil Service positions, including application and resume processing, and applicant qualification and credential evaluation.</li> <li>Answers questions regarding testing requirements, effective interviewing, and completing the hiring process (NESSIE New Hire).</li> </ul>	UIC: Human Resources Employment	312-996-0840 <a href="http://www.uic.edu/depts/hr/employment/">http://www.uic.edu/depts/hr/employment/</a>
		UIS: Office of Human Resources, Employment Unit	217-206-6652 <a href="http://www.uis.edu/humanresources/employment/emp.htm">http://www.uis.edu/humanresources/employment/emp.htm</a>
		UIUC: Personnel Services Office (PSO) Employment Services	217-333-3101 <a href="http://www.pso.uiuc.edu/employment/">http://www.pso.uiuc.edu/employment/</a>
Civil Service Exam Scheduling	<ul style="list-style-type: none"> <li>Handles Civil Service exam scheduling.</li> </ul>	UIC: Human Resources Employment	312-996-0840 <a href="http://www.uic.edu/depts/hr/employment/">http://www.uic.edu/depts/hr/employment/</a>
		UIS: Office of Human Resources, Civil Service Examinations	217-206-7144 <a href="http://www.uis.edu/humanresources/employment/emp.htm">http://www.uis.edu/humanresources/employment/emp.htm</a>
		UIUC: Personnel Services Office (PSO) Employment Services	217-333-3101 <a href="http://www.pso.uiuc.edu/employment/">http://www.pso.uiuc.edu/employment/</a>
Compensation and Salary	<ul style="list-style-type: none"> <li>Provides assistance with job descriptions.</li> <li>Classifies positions under the State Universities Civil Service System and recommends the creation and/or revision of class specifications.</li> <li>Establishes and implements policies and procedures on wages and compensation for Civil Service employees.</li> </ul>	UIC: Compensation	312-996-4769 <a href="http://www.uic.edu/depts/hr/compensation/">http://www.uic.edu/depts/hr/compensation/</a>
		UIS: Office of Human Resources, Classification Unit	217-206-6652 <a href="http://www.uis.edu/humanresources/">http://www.uis.edu/humanresources/</a>
		UIUC: Classification and Salary Administration	217-333-2136 <a href="http://www.pso.uiuc.edu/classification/">http://www.pso.uiuc.edu/classification/</a>

	Services	Offices	Contacts
Equal Employment Opportunity	<ul style="list-style-type: none"> <li>Provides pre-employment guidelines and search process information.</li> <li>Assists in recruitment and retention of persons from underrepresented groups.</li> <li>Advises on diversity, discrimination, equal opportunity, affirmative action, access, treatment, and harassment issues.</li> </ul>	UIC: Office for Access and Equity  UIS: Office of Access and Equal Opportunity  UIUC: Office of Equal Opportunity and Access  UA: Office of Human Relations and University Equal Opportunity	312-996-8670 <a href="http://www.uic.edu/depts/oae/">http://www.uic.edu/depts/oae/</a>  217-206-6222 <a href="http://www.uis.edu/aeo/">http://www.uis.edu/aeo/</a>  217-333-0885 <a href="http://www.eoa.uiuc.edu">http://www.eoa.uiuc.edu</a>  217-333-7925 <a href="http://www.uihr.uillinois.edu/panda-cf/eoo/">http://www.uihr.uillinois.edu/panda-cf/eoo/</a>
	<ul style="list-style-type: none"> <li>Coordinates placement of Extra Help employees.</li> <li>Provides assistance in determining a need for Extra Help employees within a unit.</li> </ul>	UIC: Human Resources Employment  UIS: Office of Human Resources, Employment Unit  UIUC: Personnel Services Office (PSO) Extra Help Services	312-996-3716 <a href="http://www.uic.edu/depts/hr/employment/tempseervices/">http://www.uic.edu/depts/hr/employment/tempseervices/</a>  217-206-6652 <a href="http://www.uis.edu/humanresources/employment/emp.htm">http://www.uis.edu/humanresources/employment/emp.htm</a>  217-333-4752 <a href="http://www.pso.uiuc.edu/ExtraHelp/">http://www.pso.uiuc.edu/ExtraHelp/</a>
International Services	<ul style="list-style-type: none"> <li>Assists with hiring of international employees.</li> <li>Answers visa questions.</li> <li>Assists international employees in completing the employment process.</li> </ul>	UIC: Office of International Services  UIS: Office of International Affairs  UIUC: Office of International Faculty and Staff Affairs	312-996-3121 <a href="http://www.uic.edu/depts/ois/">http://www.uic.edu/depts/ois/</a>  217-206-6678 <a href="http://www.uis.edu/internationalstudentaffairs/">http://www.uis.edu/internationalstudentaffairs/</a>  217-333-8225 <a href="http://www.ips.uiuc.edu/ifsa">http://www.ips.uiuc.edu/ifsa</a>
Labor and Employee Relations	<ul style="list-style-type: none"> <li>Provides information and services concerning work rules and relationships.</li> <li>Advises on campus policy, collective bargaining, labor contract negotiations and interpretation, and employee relations.</li> </ul>	UIC: Labor and Employee Relations  UIS: Office of Human Resources  UIUC: Labor and Employee Relations	312-355-3055 <a href="http://www.uic.edu/depts/hr/relations/relations.html">http://www.uic.edu/depts/hr/relations/relations.html</a>  217-206-7143  217-333-3105 <a href="http://www.pso.uiuc.edu/Labor">http://www.pso.uiuc.edu/Labor</a>
Undergraduate Student Employment	<ul style="list-style-type: none"> <li>Assists departments in hiring undergraduate students.</li> <li>Provides assistance with student position descriptions, posts open positions, and may help identify candidates.</li> <li>Administers the Federal Work Study Program (if applicable).</li> </ul>	UIC: Student Employment Office  UIS: Student Employment Office  UIUC: Student Employment Unit	312-996-3130 <a href="http://www.uic.edu/depts/st_empl/">http://www.uic.edu/depts/st_empl/</a>  217-206-6724 <a href="http://www.uis.edu/financialaid/studentemployment/">http://www.uis.edu/financialaid/studentemployment/</a>  217-333-0600 <a href="http://www.osfa.uiuc.edu/employ/stud_empl.htm">http://www.osfa.uiuc.edu/employ/stud_empl.htm</a>

## PROCESS FLOW DIAGRAM



# APPENDIX D — Departmental Checklists

## RECRUITING CHECKLIST

When	What Do I Need To Do	Who Do I Contact With Questions
As Needed	Provide Applicant with Benefits Information:	<b>Human Resources Service Center</b> <i>Benefits Response Line</i> 1-866-669-HRSC (4772) (C-U Area: 265-5620) Fax: (217) 244-5604 benefits@uillinois.edu
<input type="checkbox"/>	<b>Basic</b> Benefits Highlights Brochure – provides brief bullet point summary of University of Illinois benefits.  Benefits Plans Summary Chart - provides comprehensive outline of State of Illinois and University benefits plans including premium rates.	
<input type="checkbox"/>	<b>Supplemental (When Needed)</b> Leave Provisions Summary Chart - provides comprehensive outline of Leave Provisions including accumulation rates	
<input type="checkbox"/>	Inform a prospective highly compensated employee of Retirement Plan Limits	
<input type="checkbox"/>	<b>SURS</b> <b>Section 401(a) (17) limits:</b> This impacts all of the SURS plan options. If a participant is hired prior to 7/1/96, he/she is not subject to this limit. If a member hired after 7/1/96 has prior SURS service credit or a past refund which can be purchased/repaid, he/she may be eligible to be “grandfathered” into the group not subject to this limit. <b>For all other employees hired after 7/1/96, earnings subject to the SURS employee and employer contribution are limited to \$205,000.</b>  <b>Section 415(c) limits:</b> This impacts the Self-Managed Plan (SMP) option only. This limits the total annual employee and employer contributions to the SMP to the lower of 100% of earnings or \$40,000.  More information may be found at the following Web site: <a href="http://www.fourmilab.to/ustax/www/t26-A-1-D-I-A-401.html">http://www.fourmilab.to/ustax/www/t26-A-1-D-I-A-401.html</a>	<b>State Universities Retirement System (SURS)</b> <a href="http://www.surs.com">http://www.surs.com</a> Contact a SURS Member Representative 1-800-275-7877 (C-U Area: 378-8800)
<input type="checkbox"/>	<b>University Optional 403(b) Tax Deferred Retirement Plan</b> The contribution limits increased to \$12,000 in 2003 and will then increase by \$1,000 each year until 2006. After 2006, the amounts will be indexed in \$500 increments.  The contribution general limit for 2004 is \$13,000. Catch-up contribution limits: <ul style="list-style-type: none"> <li>• Age 50 and older - an additional \$2,000, for a maximum of \$15,000.</li> <li>• 15 years of service - an additional \$3,000/year, for a maximum of \$16,000.</li> </ul> If eligible for both catch-up limits, the annual maximum could be up to \$18,000.	<b>Human Resources Service Center</b> <i>Benefits Response Line</i> 1-866-669-HRSC (4772) (C-U Area: 265-5620) Fax: (217) 244-5604 Benefits@uillinois.edu
<input type="checkbox"/>	<b>State Optional 457 Tax Deferred Retirement Plan</b> The contribution general limit for 2004 is \$13,000. Catch-up contribution limits: <ul style="list-style-type: none"> <li>• Age 50 and older - an additional \$2,000, for a maximum of \$15,000.</li> <li>• Participating employees who are in the final three years before they attain normal retirement age under the plan may be eligible for an enhanced contribution limit, allowing contributions twice the amount of the normal limit.</li> </ul>	

## HIRING CHECKLIST

When	What Do I Need To Do	Who Do I Contact With Questions
Before first day of employment	<p><input type="checkbox"/> Enter new employee information in the <b>Create New Hire/Employee Group Change Logon</b> application in DART at <a href="https://hrnet.uihr.uillinois.edu/dart-cf/admin/">https://hrnet.uihr.uillinois.edu/dart-cf/admin/</a> to assign a NESSIE New Hire Logon ID and password. To do this you will need the new employee's Social Security Number. If possible, enter the employee's email address so that Human Resources Service Center follow-up e-mailings can occur.</p> <p><input type="checkbox"/> If email address information has been provided by the department during the NESSIE New Hire setup, the Human Resources Service Center will email logon information and instructions for use to the employee. If email address information has not been provided, the department should notify the new employee of his/her NESSIE New Hire Logon ID and password, instruct the employee to begin the NESSIE New Hire process, and inform the employee about the Benefits Insurance Orientation. This information should be e-mailed to the employee or sent to the employee's home address.</p> <p><input type="checkbox"/> Provide employee a copy of the Benefits Information Welcome Letter, Benefits Plans Summary Chart, and New Employee Benefits Enrollment Checklist.</p> <p><input type="checkbox"/> Ensure that the new hire received the Benefits Insurance Orientation Invitation, which is sent to new employees from the Human Resources Service Center via U.S. Mail and email.</p>	<p><b>Human Resources Service Center</b>  <i>Benefits Response Line</i>            1-866-669-HRSC (4772)            (C-U Area: 265-5620)            Fax: (217) 244-5604            Benefits@uillinois.edu</p>
First week of employment	<p><input type="checkbox"/> Encourage and allow new employee to attend Benefits Insurance Overview session during first week of employment</p> <p style="padding-left: 40px;">If the new employee misses enrollment deadlines for benefits plans, he/she will be defaulted or may not have the coverage he/she needs.</p> <p><input type="checkbox"/> Encourage and allow new employee to attend Optional NESSIE Benefits Enrollment Session, scheduled to immediately follow the Benefits Insurance Overview Session.</p>	<p><b>Campus Benefits Departments</b>            UIC: (312) 996-6470            Fax: (312) 996-5733</p>
First 6 months of employment	<p><input type="checkbox"/> Allow new employee to attend Optional Retirement Session</p> <p style="padding-left: 40px;">If the new employee does not elect one of the three SURS retirement plans during the first 6 months of employment, he/she will be defaulted into the Traditional Plan.</p> <p><input type="checkbox"/> Employees may enroll in the University 403(b) plan or the State 457 plan at any time.</p>	<p>UIS: (217) 206-7095</p> <p>UIUC: (217) 333-3111            Fax: (217) 244-5604</p>

# APPENDIX E — DART Instructions

## CREATE NEW HIRE / CHANGE EMPLOYEE GROUP LOGON

1. Access DART at <http://hrnet.uihr.uillinois.edu/dart> and select the **Administrative Transactions** tab.
2. Select **Create New Hire/Change Employee Group Logon** from the menu of transactions.

Back Address: <https://hrnettest.uihr.uillinois.edu/dart-cf/admin/searchperson.cfm>

Links: Customize Links UIHR Style Guide NESSIE PUBLIC TIGER NEWT DART Free Hotmail CAMEL

University of Illinois Human Resources

Admin Transactions Banner Resources

**DART**

Academic Leave Banner Resources Employment Center Employment Requisition HR Systems NOA PAPE Policies/Labor Reclassification Training

**Create New Hire/Change Employee Group Logon**

Search for a Person

It is important to conduct a thorough search in order to prevent duplicate records of an employee.

Enter the new hire's Social Security Number or UIN below and click the Search button. This will search the University's database and attempt to locate any person who has already been entered in the University system.

Social Security Number:

UIN or Banner ID:

**Search**

3. Search the University's database to determine if a record already exists for the new hire.

Links: Customize Links UIHR Style Guide NESSIE PUBLIC TIGER NEWT DART Free Hotmail CAMEL

Admin Transactions Banner Resources

**DART**

Academic Leave Banner Resources Employment Center Employment Requisition HR Systems NOA PAPE Policies/Labor Reclassification Training

**Create New Hire/Change Employee Group Logon**

Search for a Person

The Social Security Number you entered, 330303333, was not found in the database. Please perform a manual search on the [i-Card web site](#). (The i-Card web site will open in a new browser window.)

If the new hire is found on the i-Card web site, return to this page and enter the new hire's UIN below.

If the new hire is not found on the i-Card web site, return to this page and select [Create New Hire Logon](#).

Social Security Number:

UIN or Banner ID:

**Search**

4. If no record of the person exists, select **Create New Hire Logon**.

Links: Customize Links UIHR Style Guide NESSIE PUBLIC TIGER NEWT DART

Academic Leave Banner Resources Employment Center Employment Requisition HR Systems NOA PAPE Policies/Labor Reclassification Training

Contacts HR Forms Human Resources Chicago Springfield Urbana NESSIE EEO Leave DART

**Create Nessie New Hire Logon**

Employment Center Person ID: (case sensitive)

First Name: \*

Middle Name:

Last Name: \*

SSN: \*

Gender: \*

Citizenship: \*

COA: \*

Home Organization: \*

Employee Office Address Information: Campus Primary Office

Address Line 1: \*

Address Line 2:

Office Mail Code: \*

Campus Mail Location: \*

Annual Salary: \*

HR Campus: \*

Hire Date: (MM/DD/YYYY) \*

Unit E-mail: \*

Employee E-mail:

\* Required field

5. Complete the new hire information form.

For Annual Salary, enter numbers only, do not use dollar signs or commas (use 40000, not \$40,000). If the appointment is **not** benefits eligible, enter a zero in the Annual Salary field.

Provide the employee's email address, if possible. This will allow the NESSIE New Hire logon and password to be automatically emailed to the employee. If you do not enter the employee's email address, it will be your responsibility to provide this information to the employee.



6. Follow the on-screen instructions to complete each screen of the Employee Class Worksheet.

The screenshot shows the 'Employee Class Worksheet' page in the DART system. At the top, there is a navigation bar with links: Customize Links, UIHR Style Guide, NESSIE, PUBLIC, TIGER, NEWT, DART, and Free Home. Below this is a purple header with 'Admin Transactions' and 'DART'. A left sidebar contains a list of links: Academic Leave, Banner Resources, Employment Center, Employment Requisition, HR Systems, NOA, PAPE, Policies/Labor, Reclassification, and Training. The main content area has the title 'Employee Class Worksheet' and instructions: 'Select the appropriate employee class from the drop down list and click **Continue**. Click **Back** to return to the previous page.' Below the instructions is a section titled 'Employee Group Selection' with a red message 'All fields are required.' and a form labeled 'Employee Group:' with a dropdown menu set to 'Choose One:'. At the bottom right are two red buttons: 'Continue' and 'Back'.

The screenshot shows the 'Create Nessie New Hire Review' page. It features the same navigation bar and sidebar as the previous screen. The main content area displays a form with the following fields and values: First Name: Test, Middle Name: K, Last Name: Test, SSN: 330303333, Gender: Female, Citizenship: Citizen, HR Campus: UIUC Urbana / Champaign, COA: University of Illinois - Admin, Home Organization: 100000, Home Organization Description: Control - OBFS Cash Mgmt & Invest, Employee Office Address Information: Campus Primary Office, Address Line 1: 111 Test Building, Address Line 2: , Office Mail Code: 312, Annual Salary: 25000, Hire Date: 12/16/2003, Unit E-mail: katross@uillinois.edu, Employee E-mail: katross@uillinois.edu, E-Class: BA-Acad/Pro 12mth Ben Elig, Benefit Category: M1-FT Monthly All Benefits, Eligible for SURS: Yes, and SURS Deduction Code: RT-Plan 1. At the bottom are two red buttons: 'Submit' and 'Back'.

7. Review the new hire information and click **Submit**.

8. A NESSIE New Hire logon and password has been created for the new employee. Ensure that the employee receives this information.

The screenshot shows the 'Nessie New Hire Logon Confirmation' page. It has the same navigation bar and sidebar. The main content area displays the following information: First Name: Test, Last Name: Tester, Banner ID: @00979289, Logon ID: @00979289, Password: ztiyd18s, and Access Nessie New Hire: <https://nessieptest.uuhr.uillinois.edu/cf/newhire/newlog.cfm>. At the bottom right is a red button labeled 'Exit'.

## SEARCH NEW HIRE STATUS

The Search New Hire Status application allows departments to view the status of an employee's Benefits, HR, and Payroll forms. You may retrieve all new hires in your unit or college, or you may narrow your search by UIN or name and other criteria.

1. Access DART at <http://hrnet.uihr.uillinois.edu/dart> and select the **Administrative Transactions** tab.
2. Select **Search New Hire Status** from the menu of transactions.

Address: <https://hrnettest.uihr.uillinois.edu/dart-admin/searchnhstatus.cfm>

Links: Customize Links | UIHR Style Guide | NESSIE | PUBLIC | TIGER | NEWT | DART | Free Hotmail | CAP

**Employment**  
Requisition  
HR Systems  
NOA  
PAPE  
Policies/Labor  
Reclassification  
Training

To return all new hires, simply click the **Continue** button without entering any criteria.

To narrow your search, enter the employee's UIN, name, or other search criteria and click the **Continue** button.

To exit the Search New Hire Status application, click the **Exit** button.

Enter UIN:

OR

Enter First Name:

Enter Last Name:

Select the COA:

Enter Home Organization Code:

Select the Employee Group:

Select the form type:

☒ Benefit Forms

☒ HR Forms

☒ Payroll Forms

Select the form status:

Select the display order:

**Continue** **Exit**

3. Select the appropriate employee from the search results.

Employee Name	Banner ID	Hire Date	Org Code	E-Class
<a href="#">Tanya Test</a>	@00979266	11/23/2003	1-100000	SA-Student
			Control - OBFS Cash Mgmt & Invest	
<a href="#">Tanya Test</a>	@00979287	11/30/2003	1-100000	BA-Acad/Pro 12mth Ben Elig
			Control - OBFS Cash Mgmt & Invest	
<a href="#">Tanya Test</a>	@00979294	11/30/2003	1-100000	BA-Acad/Pro 12mth Ben Elig
			Control - OBFS Cash Mgmt & Invest	
<a href="#">Student Test</a>	@00979288	12/01/2003	1-100000	SA-Student
			Control - OBFS Cash Mgmt & Invest	
<a href="#">NoBenefits Test</a>	@00979290	12/01/2003	9-100000	HA-Academic/Grad Hourly
			Control - OBFS Cash Mgmt & Invest	
<a href="#">Tanya Test</a>	@00979297	12/10/2003	1-100000	BA-Acad/Pro 12mth Ben Elig
			Control - OBFS Cash Mgmt & Invest	
<a href="#">Student Test</a>	@00979302	12/10/2003	1-100000	SA-Student
			Control - OBFS Cash Mgmt & Invest	

4. The task list for the new hire you selected will be displayed.

Items will be marked with the following statuses:

**Not Started** - Employee has not yet accessed this section.

**Pending** - Employee has begun this section, but has not finished.

**Employee Completed** - Employee has completed all requirements for this section.

Application	Status	Date Completed
<b>Benefits</b>		
AD&D	Not Started	
Benefit Enrollment	Employee Completed	12/04/2003
Dependent Care Assistance Plan	Not Started	
Medical Care Assistance Plan	Not Started	
Tax Deferred Retirement Plan	Not Started	
<b>HR</b>		
Employment Information Form*	Pending	
Loan Default*	Not Started	
<b>Payroll</b>		
Direct Deposit*	Employee Completed	11/30/2003
Withholding Allowance (W4)**	Not Started	

\* Required forms  
\*\* Tax regulations require this form to be on file for each employee  
\*\*\* Strongly encouraged to attend

# APPENDIX F — Benefits Insurance Orientation

## NOTIFICATION PROCESS

The new employee will receive the following correspondence from the Human Resources Service Center regarding the Benefits Insurance Orientation sessions:

- Orientation Invitation Letter.
- Orientation Invitation Email (if the department provided the employee's email address when creating a NESSIE New Hire Logon).
- Confirmation of enrollment email.

## ORIENTATION INVITATION LETTER

A new employee will receive this invitation to attend a Benefits Insurance Orientation session once the home department has created a NESSIE New Hire Logon ID.

### Sample Orientation Invitation Letter

Welcome to the University of Illinois! Your State of Illinois and University group benefits are an important part of your overall compensation package. These programs are designed to enhance the recruitment, retention, and productivity of quality faculty and staff by promoting financial security and facilitating personal growth. The various enrollment options are intended to provide flexibility—in both plan selection and level of coverage—to allow you to maximize the value of your total compensation package.

By now, you should have received some, or all, of the benefits information materials listed below from your department, via either U.S. Mail or email:

- Benefits Highlights Brochure.
- Benefits Plans Summary Chart.
- Leave Provisions Summary Chart.
- New Employee Benefits Enrollment Checklist (how to enroll, deadlines for enrollment, and contacts for questions).
- NESSIE New Hire Logon ID and password for access to benefits enrollment in NESSIE New Hire.

If you have not received these materials, you may review them at [https://nessie.uihr.uillinois.edu/cf/benefits/index.cfm?Item\\_id=3&link=1](https://nessie.uihr.uillinois.edu/cf/benefits/index.cfm?Item_id=3&link=1). If you do not have Web access, please ask your department to provide copies of these materials.

### Benefits Insurance Orientation Registration

We would like to take this opportunity to invite you to attend a new employee Benefits Insurance Orientation session to learn about your benefits choices in detail. All recently hired employees are strongly encouraged to attend a Benefits Insurance Orientation session prior to making their benefits selections.

Please be aware that some plans have a limited time frame in which to enroll, including your health and dental insurance. Consequently, it is imperative that you attend a Benefits Insurance Orientation session within the **first week of your employment**. The registration form to enroll in a Benefits Insurance Orientation session can be found in NESSIE New Hire at <https://newhire.uihr.uillinois.edu/cf/NewHire/benefits/orientation/>, or you may call the Human Resources Service Center Benefits Response Line at 1-866-669-4772 or 265-5620 (C-U area).

### NESSIE Online Benefits Enrollment

If you have not received your Logon and password for the NESSIE New Hire benefits enrollment system, please contact your hiring department. This system is only accessible to employees of the University of Illinois, and is used to enroll in State of Illinois and University benefits programs and to complete new hire forms.

The NESSIE New Hire system located at <https://newhire.uihr.uillinois.edu> will be your **only means of enrolling in your benefits as a University of Illinois employee**. Should you need assistance with the on-line enrollment system, please call 1-866-669-4772 or 265-5620 (C-U area).

Your New Hire Logon ID for NESSIE New Hire will be valid for 60 days, however, **you only have 10 days from your first day of employment to complete your benefits enrollments**. After your first 60 days of employment, you will no longer be able to logon to NESSIE New Hire. Because of these time constraints, it is very important to attend a Benefits Insurance Orientation session within your first week of employment and to complete your online employment and benefits forms as soon as possible.

*If you have any questions, please refer to your New Employee Benefits Checklist for a listing of contacts.*

## ORIENTATION INVITATION EMAIL

A new employee will also receive an invitation via email if the home department supplied the employee's email address when completing the **Create New Hire/Change Employee Group Logon** application.

### Sample Orientation Invitation Email

Welcome to the University of Illinois! Your benefits are an important part of your overall compensation package. We would like to take this opportunity to enroll you in a new employee Benefits Insurance Orientation session where your benefits choices will be explained. All recently hired employees are strongly encouraged to attend a Benefits Insurance Orientation session prior to making their benefits selections.

By now, you should have received some, or all, of the benefits information materials listed below from your department, via either U.S. Mail or email:

- Benefits Highlights Brochure.
- Benefits Plans Summary Chart.
- Leave Provisions Summary Chart.
- New Employee Benefits Enrollment Checklist (how to enroll, deadlines for enrollment, and contacts for questions).
- NESSIE New Hire Logon ID and password for access to benefits enrollment in NESSIE New Hire.

If you have not received these materials, you may review them at [https://nessie.uihr.uillinois.edu/cf/benefits/index.cfm?Item\\_id=3&rlink=1](https://nessie.uihr.uillinois.edu/cf/benefits/index.cfm?Item_id=3&rlink=1). If you do not have Web access, please ask your department to provide copies of these materials.

At the Benefits Insurance Orientation session, available benefits will be reviewed in greater detail. Please be aware that some plans have a limited time frame for enrollment, including your health and dental insurance. It is imperative that you attend a Benefits Insurance Orientation session within the first week of your employment.

Enroll in this session using NESSIE New Hire at <http://newhire.uihr.uillinois.edu>.

## CONFIRMATION OF ENROLLMENT EMAIL

Once a new hire has enrolled in a Benefits Insurance Orientation session, the employee will receive a confirmation of the date, time, and location of the session via email.

## BENEFITS INFORMATION WELCOME LETTER

As the employee's home unit or department, you may also send the employee a Benefits Information Welcome Letter. The Welcome Letter is available online at [https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item\\_id=1859](https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item_id=1859).

Information in this booklet has been summarized from University sources, including but not limited to, *Statutes and Rules of the State Universities Civil Service System*, *University of Illinois Statutes*, *University of Illinois Policy and Rules*, and University and campus Human Resources web sites.

The information in this booklet is for general guidance on matters of interest to hiring officials and departmental employees involved in recruitment and selection efforts. This booklet summarizes University recruitment and selection processes as a convenient reference tool and is intended for informational purposes only. Information in this booklet is subject to change without notice. Complete information on recruitment and selection processes may be obtained from your campus Human Resources office. If there are differences between the information contained here and University, campus, or Civil Service requirements, the official documents from those entities will govern.

This booklet will be made available in an alternate format upon request. Please contact the University Office of Human Resources at [uihr@uillinois.edu](mailto:uihr@uillinois.edu) or (217) 333-2590.