

University of Illinois Urbana-Champaign

Recruitment and Hiring Guidelines Effective January 1, 2026

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

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

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1. Introduction

The Recruitment and Hiring Guidelines document is integral to the University's hiring practices, which reflect our values and dedication to equal employment opportunity.

Equal employment opportunity means that all individuals must be treated equally in all employment decisions, including recruitment, selection, promotion, transfer, merit increases, salary, training and development, demotion, and separation. Each candidate must be evaluated on the basis of their ability to perform the duties of the position without regard to race, color, religion, national origin (including shared ancestry or ethnic characteristics), ancestry, age, marital status, order of protection status, genetic information, disability, pregnancy, sexual orientation, gender identity, unfavorable discharge from the military or status as a protected veteran. In addition, the University policy prohibits employment discrimination on the basis of arrest record, citizenship status, family responsibilities, or reproductive health decisions, consistent with the Illinois Human Rights Act. The list is updated periodically based on changes in federal or state law. For more information, see the University's [Nondiscrimination Policy](#).

Equal employment opportunity must be upheld throughout every stage of the recruitment and hiring process, from crafting job advertisements and conducting interviews to making final hiring decisions. It is essential to avoid both actual and perceived discrimination, bias, or preference based on any protected classification. This approach ensures all candidates are assessed fairly and solely on their qualifications and merit for the position. The University is committed to making equal employment opportunity a standard and consistent practice.

Search committee chairs and hiring managers are charged with developing and maintaining information about the decisions made at the different stages of the hiring process. Records should demonstrate that the process focused on job-related requirements, skills, and abilities. All search-related materials, including interview notes (excluding personal memory aides/notes), evaluation documents, copies of advertisements/notices, recruitment plan spreadsheet, interview questions, and [reference checks](#) must be compiled and uploaded to Cornerstone (the applicant tracking system). In addition, all applicants must be assigned a disposition code or marked as hired in Cornerstone to signify their final status in the search (i.e., how far they advanced in the review process). According to the University retention schedule, the materials must be kept for three years after the calendar year in which the records were created.

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

2. Key Roles and Trainings

The Recruitment and Hiring Guidelines outline several key roles that support equal employment opportunity and human resources initiatives throughout the recruitment and hiring process.

A. Office for Access and Equity (OAE)

OAE is charged with overseeing and monitoring the Hiring and Recruitment Guidelines to ensure that equal employment opportunity practices are consistently applied across all employment actions.

B. Office of the Provost

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

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

C. Illinois Human Resources

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

D. IHR Compensation, Classification, and Career Architecture

Compensation, Classification, & Career Architecture (CCCA) within Illinois Human Resources (IHR) establishes and implements classification and compensation structures to support the university's mission. They continually evaluate, analyze, and develop compensation and classification effectiveness, collaborate with HR partners for innovative staffing solutions, and support leadership in equitable compensation, recruitment, and retention programs.

E. IHR Talent

The Talent department at IHR manages and provides expertise for the hiring and recruiting processes at the University of Illinois. They ensure compliance with the civil service hiring process, administer hiring tools and technology, and maintain the HR Application Information System (HRAIS) interface.

The Talent Initiatives team within the Talent Center of Expertise plays a key role in attracting, retaining, and supporting a high-performing workforce that contributes to the University's vision and mission.

F. The IHR Matrix Teams

The Matrix Teams provide services and expertise for staff classification reviews and civil service hiring referrals, employee and labor relations, and timely transactional processing. The Matrix Teams ensure all vacancies are posted with appropriate language to the university online job board and other related websites. The Matrix Teams ensure civil service applicants are qualified and referred according to State Universities Civil Service policies, working collaboratively with the hiring unit where allowable.

G. College/Administrative Unit Executive Officers

The college or administrative unit executive officer is responsible for demonstrating and communicating the unit's expectations for equal employment opportunity. The college or administrative unit executive officer appoints the EEO officer, the vice-chair, and, if applicable, the assistant vice-chair on an annual basis.

H. Hiring Manager

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

The hiring manager must avoid serving on the committee to maintain the appropriate advisory role of the search committee, to preserve the integrity of the search process, and to avoid the appearance of undue influence.

For overtime eligible civil service vacancies, a full committee is optional, and the search can be coordinated by the hiring manager. The hiring manager should follow the same best practices as a search committee would in evaluating applications. IHR will advise if this is appropriate for the vacancy.

For all vacancies, the hiring manager must complete Inclusive Hiring at Illinois training before they can access applicant materials in the applicant tracking system.

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

The [EEO officer/vice-chair](#) is at the college/administrative unit level and is charged with the responsibility of ensuring the search process is applied consistently with the University's Recruitment and Hiring Guidelines and equal employment opportunity. In academic colleges, the EEO officer must be a tenured faculty member; in administrative units, the EEO officer must be a senior administrator.

The EEO vice-chair will assist with the responsibilities listed for the EEO officer and should be a senior administrator with significant human resources and search expertise. The college/administrative unit may also appoint assistant vice-chairs who assist with the EEO officer/vice-chair role.

These roles are appointed by the dean/executive officer of the college/administrative unit. Individuals in the EEO officer/vice-chair roles should complete Inclusive Hiring at Illinois before beginning their duties at the start of the academic year.

J. Search Committee Chair

The [search committee chair](#) serves as the leader of the search committee, coordinating the committee meetings and facilitating the relationship between the committee and the hiring manager for the search. The search committee chair must be a university employee. For tenure-track faculty searches, the chair must hold tenure. For all other positions, the chair may be an individual at any level who demonstrates a strong understanding of the role's responsibilities. The search committee chair must have completed Inclusive Hiring at Illinois training before accessing applicant materials in the applicant tracking system.

K. Search Coordinator

The search coordinator plays a critical role in coordinating the search and assisting the key roles in the search process, including the search chair, search committee members, and EEO officer. The search coordinator often serves in a human resources capacity. The search coordinator also helps ensure compliance by verifying the posting and distribution of position announcements in accordance with the approved recruitment plan, completing the appropriate processes for hiring, and serving as a resource for the Recruitment and Hiring Guidelines. The search coordinator should ensure the scheduling of all committee meetings and interviews. The search coordinator must complete Inclusive Hiring at Illinois training before assisting with the search.

L. Search Committee Member

[Search committee members](#) perform a variety of tasks under the direction of the search committee chair. They serve in an advisory role, as the ultimate hiring responsibility rests with the hiring manager. Search committee members must complete Inclusive Hiring at Illinois training to serve on a committee. All search committee members should be open-minded, demonstrate a strong commitment to equal employment opportunity, be able to

negotiate conflicts to achieve group results, and possess knowledge of the position's responsibilities. Involving individuals from outside a hiring department or the University is also encouraged, as they can share insights, challenge assumptions, and contribute varied experiences from other perspectives, disciplines, and organizations.

For faculty, specialized faculty, academic professional, and civil service overtime- exempt searches, there must be at least three search committee members. The search committee chair can count as one of the committee members, but there must be at least three individuals in total.

For civil service overtime-eligible positions, a search committee is not required. If a committee is formed, it must include at least two members, and the role of the search chair must be assigned.

If any changes need to be made to these roles after the search has been posted, please email [OAE](#). Changes that result in inconsistent review or treatment of applicants, or that could create a conflict of interest, may not be approved.

M. Trainings

Search teams play a vital role in recruiting and evaluating the most qualified applicants. It is essential to ensure an inclusive and equitable search process, and the first step is to clearly understand your role. Before reviewing any applications, please visit the OAE website and review the [role specific guidelines](#) found under "Select the Search Team" on the Search Process Toolkit.

Inclusive Hiring at Illinois, the online educational program, must be completed by the hiring manager, search chair, search committee members, and search coordinator before the job announcement is posted. The list of individuals who have completed the program is [updated daily](#).

3. Conflict of Interest

Conflicts of interest may occasionally arise due to roles in the search process or professional and personal relationships. Conflicts can be actual, potential, or perceived. A conflict may result from several circumstances, including but not limited to those listed below:

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

University policies on ethics, conflicts of interest, nepotism, and intimate relationships strictly prohibit university employees from making or influencing, directly or indirectly, hiring or employment decisions regarding an immediate family member (spouse, civil union partner, ancestors, descendants, all descendants of the individual's grandparents, and the spouse or civil union partner of any mentioned relatives) or a person with whom they are in, or have been in, an intimate relationship.

When an employee becomes aware of a situation that raises such a conflict of interest, they must take appropriate measures to disclose and remedy the conflict. These measures may include, but are not limited to, the removal of the employee from the search committee or any other role they may play in the search process. Failure to take such steps may constitute employee misconduct under applicable policies and may result in discipline.

Occasionally, a search committee member or employee involved in the search process may have a prior personal or professional relationship with a candidate that does not fall within the previously outlined categories. Recusal is not necessary if you have a prior or current professional relationship with an applicant, including those involving a direct reporting relationship. However, the following practices are recommended to maintain fairness and transparency:

- **Disclose the relationship:** Share the nature of your relationship with the search committee before engaging in substantive discussions about the candidate.
- **Provide objective feedback:** Aim to be as impartial and fair as possible when discussing the candidate. Avoid introducing opinions or irrelevant information, particularly anything related to protected classifications such as race, ethnicity, religion, sexual orientation, etc.
- **Listen first:** Allow other committee members to share their assessments of the candidate before offering your input.
- **Abstain if preferred:** If you feel more comfortable refraining from participating in discussions about the candidate entirely, you may choose to abstain.
- **Maintain confidentiality:** Outside of meetings, do not disclose confidential information about the search process, including committee deliberations. Be particularly mindful of potential inadvertent disclosures, such as shared calendar access.

- **Refer inquiries appropriately:** If a candidate or others ask about the search process, direct them to the search chair to ensure consistent and accurate communication.

By following these practices, you help preserve a climate of fairness and integrity throughout the search process.

No person serving on the search committee or in a decision-making role should serve as a reference for a candidate in that search. A person serving as an EEO officer, vice chair, search coordinator or in another role supporting the search process, excluding search committee members, may choose to apply for the open position. In such cases, the employee must immediately withdraw from all search-related duties. IHR and OAE should be jointly consulted to assess whether the employee's prior involvement could create an unfair advantage or compromise the integrity of the search. However, once an individual agrees to serve as a search committee member, by helping to draft the job description or advertisement, attending the committee charge meeting, or participating in any activity that provides access to non-public information about the position, they are no longer eligible to apply. If a search committee member later chooses to withdraw in order to apply, they will be disqualified from consideration.

It's recommended to use the [Search Committee Member Acknowledgement](#) document before a search begins.

Internal applicants who are not selected to proceed beyond the initial, semi-finalist, or finalist stages of the search should recuse themselves from the remainder of the search process. They should refrain from participating in group or office interviews, attending talks, completing evaluation forms, and similar activities. Search coordinators should exercise discretion and caution when distributing candidate information and search updates via distribution lists to prevent internal applicants from receiving confidential documents.

Should an internal applicant withdraw their application, they may then participate in stakeholder interviews. This practice is not required, but it's permitted, and it is up to the college and/or department to determine the most appropriate approach for the situation.

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

The search committee is designed to serve in an advisory capacity to the hiring manager in the search and selection of qualified candidates to fill a vacancy. Each role assigned in the

search process is intended to function independently in support of compliance and college or administrative unit oversight objectives. When individuals perform multiple roles in the search process, there is a possibility that one or all those multiple roles may be compromised or become less effective. Therefore, the hiring manager must avoid serving on the search committee to maintain the search committee's advisory role, preserve the integrity of the search process, and avoid the appearance of undue influence. *(Note: It is acceptable for a committee member to be assigned a function within the committee, such as the chair. This is not considered a conflict.)*

In addition, when an employee and their supervisor serve together on a search committee, it can create the perception that the employee's input is not fully independent and that there may be an explicit or implicit expectation to align with the supervisor's recommendations. For these reasons, care should be taken when assembling a search committee to ensure that such perceptions are avoided or mitigated.

C. Actions to remedy conflicts of interest

In any of the above situations, or any other involving an actual, potential, or perceived conflict of interest, action must be taken to manage the conflict and maintain the integrity of the search and selection process. The conflict must be disclosed to the search coordinator or search chair to determine the appropriate strategy for managing the conflict.

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

- disclosure to the search committee
- recusal from decision-making authority
- limiting access to Cornerstone during the search
- assigning a key role to another individual to avoid overlapping responsibilities
- implementing other strategies, as appropriate

4. Confidentiality

Maintaining the confidentiality of applicants is a critical aspect of the search process. This outline is intended to help you understand your responsibility in safeguarding applicant information. If you have any questions about confidentiality or related procedures, please contact the search committee chair and/or search coordinator.

- Complete confidentiality in the search process is essential to attract qualified candidates who trust that their information will not be prematurely disclosed.
- Search committee members and stakeholders will have access to private personnel data, and each person must take all necessary precautions to safeguard the information received.
- The identity of all applicants is confidential except for those who are invited and agree to interview on campus. Names of applicants must never be released or shared with others, even after the search process is complete.
- Private data on applicants must not be discussed or shared with anyone outside the search committee except as specifically authorized by the search coordinator and/or the Office for Access and Equity (OAE).
- Additional considerations in the search process include:
 - Protect data to prevent unauthorized access. For example, when making photocopies of search materials, safeguard your files (including notes), and avoid discussing or revealing information in public areas such as hallways, elevators, or open offices.
 - If contacted by someone wishing to discuss a candidate, refer them to the search chair or search coordinator. Do not confirm whether an individual is an applicant, as that would breach confidentiality.
 - It is best to avoid making statements about the exact number of candidates or the search timeline, as they may change.
 - Once the final debrief meeting has occurred, committee members will be advised to destroy all notes related to the search process.
 - Be thoughtful when you generate written records. For example, a concern about the date of the candidate's degree could be misinterpreted as age discrimination if phrased inappropriately (e.g., "Ph.D. in 1974!!!!"). Focus on relevant qualifications such as experience, education, and skills, or note any gaps in required competencies.

Communication about the search process is an important responsibility of search committee members. Please consult with the search committee chair or coordinator if any questions arise concerning privacy and confidentiality.

5. Appointments

Every effort should be made to advertise and evaluate applicants for vacant positions. Search procedures are in place to ensure an open and competitive process for filling vacancies. However, a limited number of appointments may be made without following the standard search procedures.

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

A. Appointments that Require an External Search

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

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

B. Appointments Eligible for an Internal Search

An internal search is a faculty or academic professional search that is limited to candidates who are current University of Illinois Urbana-Champaign employees. Civil Service searches cannot be limited to current employees. Internal searches are permissible in appropriate circumstances, as an exception to the general principle that all positions at the university should be filled via a public and competitive process that is open to all qualified candidates.

A hiring manager who wishes to conduct an internal search for an open position must submit a request, including a rationale, by email to [OAE](#) for approval before the search is posted. Requests for internal searches will be evaluated based on the following criteria:

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

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

When an internal search is approved, the announcement should be communicated equitably to all relevant employees. Care should be taken to ensure that internal communications regarding the search:

- respect the privacy and confidentiality of the process and the candidates;
- convey that all interested employees are welcome to apply and will be considered on their merits;
- maintain a climate of integrity surrounding the search process.

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

For senior faculty administrative positions that require the incumbent to be a current faculty member, the position can be posted to the internal job board through the applicant tracking system so that applications are collected online. If the position is posted to the internal job board, the hire from search form should be submitted at the end of the search to obtain approval before offering the position.

Alternatively, if the hiring unit prefers, applications can be collected via email. In this case, a Faculty Appointment Change form should be submitted in JDX to obtain approval before offering the position. Regardless of how applications are collected, please include information about all finalists in the documentation.

For senior faculty administrative positions, a notification should be sent to all tenured faculty about the position opening, encouraging those interested to apply as directed in the announcement.

Senior faculty administrator positions that may be filled as described above include:

- Associate Dean or Assistant Dean
- Head, Associate Head, or Assistant Head
- Department Chair, Associate Chair, Assistant Chair

D. Appointments Exempt from Standard Search Process

Search exempt positions do not require a standard search process under these guidelines. However, units may choose to fill a vacancy through an open and competitive process at their discretion. While exempt from the search process, these positions must still comply with equal employment opportunity standards.

Search exempt positions which do not require a form include:

- A short-term visiting appointment for a position that has been filled through a search and is awaiting Board of Trustees approval
- 0% non-visiting appointments, with or without an administrative increment; provided, however, that the position is not a senior faculty administrator position or position that needs Board of Trustees approval (see 5C above for additional information about senior faculty administrators)
- Faculty positions with “emeritus” in the title
- Postdoctoral research associates or fellows
- Visiting scholars
- Medical or veterinary medicine residents
- Interns with an e-class of B*
- Graduate and undergraduate employment

Civil Service appointments exempt from the standard search process but require a form include:

- College-to-work and supported employees and civil service interns or apprentices (Hire from Search Form required)
- Civil service restorals (Administrative Placement form required)
- Civil service layoff placements with bumping rights (Administrative Placement Form required)

A search waiver grants approval to hire an individual external to the University of Illinois directly into a specific appointment without conducting a standard search process. The following appointments are eligible for a search waiver and are exempt from the standard search process.

- Provost’s Communication No. 4: “Special Recruitments in Support of Institutional Priorities” Forms submitted under Provost’s Communication No. 4 serve as a search waiver; therefore, a separate search waiver request is not required. This includes the Dual Career Academic Couples Program (Dual Career Form required).
- A search waiver form is required in the following situations:
 - Urgent departmental/unit needs that cannot be addressed through the normal search process (e.g., increased class enrollment at the beginning of a semester requiring an immediate teaching appointment)
 - Specialized Faculty Positions which should generally be filled through an open and competitive process unless there is an urgent and unforeseen circumstance. For specialized faculty, a search waiver should be limited in duration (e.g., one semester) to address the immediate need, unless a unique situation is discussed with OAE. A new search waiver must be completed for any extension.
 - Occasional dual career hires that are specialized faculty positions
 - Coaching positions
 - Occasional unique appointments recommended by the Chancellor
 - Temporary Employment Vacancies (Academic Hourly/Extra Help Appointments) - Academic hourly positions require an Academic Hourly Form. Note: If the hiring unit would like to post an announcement for an academic hourly vacancy on the university job board to accept applications through the applicant tracking system, the full search process must be completed.
 - Special circumstances at the discretion of OAE, some examples include:
 - An individual named in an externally funded grant
 - Groups of employees who join the campus workforce by institutional decision (e.g., a previous state program becomes a campus program)

E. Acting/Interim Appointments

The standard practice for filling vacant positions is to conduct a broad search to attract the best qualified candidates and to comply with equal employment opportunity requirements. When a staff position is vacant, and the college/unit needs to fill the position for a limited time (up to 12 months) in preparation for a full search, the college/unit may make an interim appointment of an existing University of Illinois Urbana Champaign

employee. The acting modifier should be used when the incumbent is expected to return to the position.

The college/unit should undertake the following steps:

1. Solicit nominees in one or both of the following ways:
 - a. Consult with leadership, executive committees and/or stakeholders to identify a range of qualified individuals and conduct active outreach to invite them to submit their names for consideration.
 - b. Announce the opportunity within the college or unit and specify a deadline by which letters of interest (CV/resume) must be submitted.
2. For interim appointments, indicate that a search will be conducted in the future to permanently fill the position.
3. Interview and/or review materials from interested employees who are best qualified.
4. To maintain fairness and equity in the external search process, individuals who may be interested in the permanent role should generally not be appointed to the interim role.
5. Inform the acting/interim appointee that they have a right to return to their position at the end of the acting/interim appointment.
6. Complete the Cornerstone Interim or Acting Appointment (New or Extending) form.

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

For a position that has been filled through a search and is awaiting Board of Trustees approval, an Interim or Acting form is not required to add the interim modifier.

F. Promotions and Other Appointment Changes

General Standards

All promotions, title changes, and other appointment changes must follow equal employment opportunity standards and comply with applicable policies, including State Universities Civil Service System (SUCSS) rules, University policies and Provost Communications.

Appointment changes typically do not create or fill a vacancy. The general expectation is that vacancies must be filled through an open and competitive search. In some circumstances, units may request an exception. Such requests are reviewed on a case-by-case basis by IHR and/or OAE.

Since some practices vary by employee group and not all scenarios can be listed here, units should consult with IHR and/or OAE before starting the appointment change form if the appropriate process is unclear.

Appointment Change Justification

All appointment change forms require a justification that clearly explains why the change is being requested. Depending on the type of change requested, specific justification details may be required. Be sure to follow instructions available on the form to ensure all necessary information is provided.

Promotions

A promotion occurs when an employee's duties in their current position evolve to include significantly greater responsibilities or to a level that is classified with a higher title or higher salary potential. A promotion does not create a vacancy.

Submission requirements:

- **Civil Service or Academic Professional:** Submit a Staff Appointment Change in JDX.
- **Specialized Faculty (titles below):** Submit a Faculty Appointment Change in JDX.
 - Instructor to Senior Instructor
 - Instructor/Senior Instructor to Lecturer
 - Lecturer to Senior Lecturer

Note: Tenure-system faculty and clinical/research/teaching faculty are exempt from the appointment change process if promoted to associate or full level of their current position. These promotions follow Provost Communication 9 or 26 processes; consult the Office of the Provost as needed.

Other Appointment Changes

In addition to promotions, other types of position changes must be requested using an Appointment Change Form. A Staff Appointment Change or Faculty Appointment Change must be submitted in JDX for the following scenarios:

1. Academic Professional, Civil Service and Faculty Positions

- a. **A title change, title realignment or title correction**, which is not a promotion; Scenarios may include but are not limited to:
 - i. Aligning with industry standards
 - ii. Consistency across departments or job levels within the unit
 - iii. Employee's role has shifted, and title needs to be updated to accurately reflect duties
 - iv. Unit or department is being renamed
- b. **Retention/counter offers in which the title will be changing**
 - i. Counteroffers typically do not result in a title change. Consult with IHR prior to submission.
 - ii. If a retention/counteroffer involves only a salary change, submit an Off-Cycle Pay Request in JDX.
- c. **Position Transfer / Org Change:** The movement of a position(s), the incumbent(s), and the related budget line from one unit to another resulting in a change to the first three digits of the org code, provided the heads of both units agree. The title and salary should remain the same.
- d. **Reorganization:** A structural change in which multiple positions, reporting lines, duties or functions are redistributed within or across units. Before and after organization charts must be included with the request.
- e. **Employee Group Change:** A change in the employee's designated employment category (e.g., Academic Professional, Civil Service, Specialized Faculty) when the scope, nature, or responsibilities of the position have evolved or shifted such that a different employee group is more appropriate.
 - i. Use the Staff Appointment Change form for moves between Academic Professional and Civil Service. Consult with IHR before starting.
 - ii. Use the Faculty Appointment Change form for moves between Academic Professional and Specialized Faculty. Consult with the Office of the Provost before starting.
- f. **Special circumstances** at the discretion of OAE and IHR.

2. Academic Professional positions only

- a. Requesting to remove the visiting modifier if the position announcement did not state the appointment may become permanent in the future.

- i. If the announcement is advertised with a statement that the position may become non-visiting or permanent in the future, then an appointment change is not required to remove the visiting modifier.

3. Senior Faculty Administrator positions

- a. For certain senior faculty administrative positions that require the incumbent to be a current faculty member, requests may be submitted via a Faculty Appointment Change form. Titles include Associate/Assistant Dean, Head/Assistant or Associate Head, Department Chair/Associate or Assistant Chair. For additional details on this process, **refer to section 5C.**

G. Evergreen Requisitions

An evergreen requisition is a tool used to establish and maintain a continuous talent pool. It is specifically designed to address the challenges of recruiting for difficult-to-fill roles or positions with high turnover rates.

Evergreen requisitions may be posted on the job board for a maximum of six months for staff positions and twelve months for faculty positions. The hiring process, including the updating of applicant statuses, closed disposition codes, and flags, must be completed within nine months for staff positions and twenty-four months for faculty positions.

If a search overlaps a calendar year and at least one hire has been made, the applicant's status, closed disposition codes, and flags must be updated for all applicants who applied on or before the hire date. A search cannot be extended beyond six months for staff or twelve months for faculty. If additional hires are needed after that period, a new evergreen requisition must be opened.

H. Multi-Hire Requisitions

A multi-hire requisition is used when a department intends to hire multiple individuals under the same job description. All positions included in a multi-hire will be associated with a single Cornerstone Requisition ID (REQ ID) and multiple Position Numbers.

This structure allows the department to manage and post one requisition in Cornerstone while filling multiple positions of the same classification and scope. For requisitions that have multiple hires with the same title, all applicant status and closed disposition codes need to be updated as the search progresses. For example, if you make an offer to an applicant with a 5/1/25 application date, all applicants that applied before this date need to be reviewed/coded. For additional instructions, review the [Multi-Hire Job Aid](#).

I. Multi-Level Requisitions

- A multi-level requisition is used when a department intends to hire one individual at either a lower or higher level within the same classification series. When submitting the Job Description (JDX) workflow, the department must indicate that the position is multi-level.
- Each level within the multi-level requisition will be assigned its own Requisition ID (Req ID) but will share a single Position Number. Only the lowest-level requisition will feed to Cornerstone, which will include all levels when posted on the job board. The higher-level requisition(s) will remain in JDX and will not feed to Cornerstone.
- Specialty Factors must be cumulative and build upon the qualifications established for the lowest level. Departments may not remove or reduce qualifications that are required at the lower levels.
- For **Civil Service**, the Talent team will evaluate applicants based on the Minimum Acceptable Qualifications (MAQs) for the lowest level and will assign a flag indicating the highest level for which each applicant meets the qualifications.
- For **Academic Professional**, the departments will review applicants' materials based on the lowest-level MAQs and assign a flag for the highest level that applicants meet.
- For additional instructions, review the [Multi-Level Job Aid](#).

J. Multi-Level / Multi-Hire Requisitions

- A multi-level/multi-hire requisition is used when a department intends to hire multiple individuals at one or more levels within the same classification series. When submitting the Job Description (JDX) workflow, the department must indicate that the position is multi-level/multi-hire upon submission.
- Each level within the requisition will be assigned its own Requisition ID (Req ID) and may include multiple Position Numbers for multi-hire situations. Only the lowest-level requisition will feed to Cornerstone, which will include all levels when posted on the job board. The higher-level requisition(s) will remain in JDX and will not be posted in Cornerstone.
- Specialty Factors must be cumulative and build upon the qualifications established for the lowest level. Departments may not remove or reduce qualifications required at the lower levels.
- For **Civil Service**, the Talent team will evaluate applicants based on the Minimum Acceptable Qualifications (MAQs) for the lowest level and will assign a flag indicating the highest level for which each applicant meets the qualifications.

- For **Academic Professional**, the departments will review applicants' materials based on the lowest-level MAQs and assign a flag for the highest level that applicants meet.
- For additional instructions, review the [Multi-Level/Multi-Hire Job Aid](#).

6. Search Firms

Public Act 97-0814 limits the use of search firms by public universities in Illinois.

A search firm may only be engaged after the campus or department receives written approval from the President, through the Provost and/or Chancellor. Once approval is granted, the unit must contact OAE and IHR to discuss the next steps in the process.

For additional guidance, refer to the [Search Firm Hiring Process Guide](#).

7. Recruitment Plan

Units are responsible for developing a recruitment plan that attracts a broad and highly qualified applicant pool. To ensure a competitive process, positions should be advertised widely and not limited to a single organization or group. All search committee members are expected to actively participate in recruitment efforts. IHR supports this process by providing guidance and conducting broad recruitment activities on behalf of the unit and university. Below are some recommended strategies to enhance your recruitment efforts:

- Engage with professional organizations that represent a broad pool of qualified applicants.
- Contact cultural centers, career centers, and alumni groups affiliated with universities.
- Participate in conferences, seminars, job fairs, and networking events to identify potential applicants.
- Leverage social media platforms such as LinkedIn and Facebook by joining relevant groups and connecting with professionals in your field.
- Build relationships with Minority Serving Institutions.
- Identify and utilize recruitment sources and databases that align with the qualifications and experience required for the position.
- Distribute job postings to local places of worship and community organizations to broaden outreach.

Positions will automatically be posted at the sources listed below:

- [University of Illinois Urbana-Champaign Job Board](#)
- [Higher Ed Jobs](#)
- [Inclusive Workplace Upgrade](#) (if selected on requisition)
 - The Inclusive Workplace upgrade is a tool to enhance your recruitment efforts by reaching a broader, more qualified pool of applicants. This option is available only if selected in Cornerstone. Please note: a fee may apply, which will be charged to the department. For details, contact IHR.
- [Broadbean Sources](#)

Copies of all print and online advertisements that are not automatically posted must be collected by the search coordinator and uploaded into Cornerstone as part of the search documentation. Additionally, all other recruitment activities, such as emails, phone calls, social media posts, and other outreach efforts, should also be recorded and evaluated using the [Recruitment Plan Spreadsheet](#) provided by OAE. This spreadsheet, along with detailed search process guidance, will be shared with the search coordinator, hiring manager, search committee chair, and committee members.

For a comprehensive overview of how to effectively use the recruitment plan over time and improve recruitment outcomes, review the [Recruitment Plan Guide](#).

8. Job Description

The job description outlines the primary responsibilities, essential functions, expected outcomes, reporting relationships, and required and preferred qualifications for staff and administrator positions. It serves as the foundation for the position announcement. Once approved in JDx, the job description automatically feeds into the Cornerstone requisition, which creates the position announcement.

Minimum qualification requirements, including education and experience, must be clearly stated and reviewed and approved by IHR's Classification unit during the job description review process. For civil service positions, the minimum qualifications are established by the class specifications set by the State Universities Civil Service System.

When developing the job description, ensure it reflects best practices for inclusive job postings. Refer to the [Best Practices for an Inclusive Search Process document](#). Required and

preferred qualifications listed in the job description must also be used as selection criteria during the hiring process.

9. Position Announcement

The position announcement is generated from the job description and must include all required elements outlined [here](#). Once a position is posted on the job board, any requested changes must be reviewed by IHR and OAE to determine whether modifications are permissible or if the search must be closed without a hire and reposted as a new search.

10. Search Scope

All searches must be posted on the University of Illinois job board as well as other websites and sources with which the University has established relationships, unless OAE grants permission to conduct an internal search.

Internal to Campus searches are limited to qualified current employees on the Urbana-Champaign campus and exempt from external advertising requirements. External candidates should not be considered unless the search scope is expanded, and external advertising sources, including targeted recruitment channels, are utilized. Internal searches require approval by emailing OAE and documenting the justification on the requisition form

Internal to College/Unit searches can be requested under special circumstances. These include reorganizations within a department involving the reallocation of many positions, as well as promotional opportunities that are to be provided to current employees in the department where the total number of employees in the department will not be increasing.

11. Search Length

- A two-week posting period (14 days) is preferred for staff positions, while faculty positions typically require a longer posting period.
- A minimum posting period of one week (7 days) is required for all searches unless a written exception is granted by your respective IHR Matrix Team.
- The minimum posting period is calculated from the date the position first appears on the University of Illinois job board. Open or rolling searches, lasting up to six months for staff and twelve months for faculty, may be used as needed with prior approval from IHR.

- Once posted and advertised, the closing date cannot be shortened.

To request an extension of a job announcement posting period, please email [OAE](#) and copy your IHR Matrix Team within two weeks after the original closing date. OAE will review the request to ensure compliance with equal employment opportunity standards. Your request should include the job title, requisition ID, reason for the extension, and the proposed new closing date. Upon OAE approval, IHR Matrix Team will update the job announcement accordingly.

12. Using Unsanctioned Tools

Exercise caution before adopting any third-party or internally developed tools as part of the search process that are not provided by Illinois Human Resources or UI System Human Resources. Such tools may include, but are not limited to, vendor products, web applications, or mobile apps used for communicating with applicants, submitting documents, recording audio or video, or storing and reviewing applicant information. This also encompasses tools for collecting application materials and those used by reviewers, hiring managers, and committee members.

- All technology and communication tools must comply with the [Digital Accessibility Policy \(CAM HR-86\)](#), which mandates accessibility for individuals with disabilities in accordance with state and federal laws. Using tools without verified accessibility compliance poses a significant risk to the university.
- Sensitive personal information about applicants must be securely stored and accessed only by authorized personnel. Information regarding applicants' race, gender, disability, and veteran status requires heightened confidentiality and security. Any technology employed in the search process must meet these stringent data security and access control requirements.

Failure to comply with these standards exposes the university to potential employment discrimination claims. Colleges or units planning to use such tools are responsible for ensuring full compliance with all relevant campus policies. We strongly advise college personnel to engage in discussions with IHR and OAE, and with their executive officer, before adopting and implementing such tools.

13. Interview Recording Guidelines

Please review the following guidelines before recording an interview or a public forum/presentation conducted as part of the employment consideration process:

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

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

14. Applicant Information

A. Manually Adding Applicants

Applicants should only be manually added in Cornerstone under the following situations:

- Search waivers
- Academic hourlies
- Dual career hires without a search
- Search firm applicants

Once an applicant is manually added to a requisition, OAE will email them a self-identification form to complete. All other applicants who apply through the job board will be presented with a self-identification form as part of their application.

15. AI Tools

The U of I System complies with applicable federal and state laws to ensure fair and unbiased employment practices. Departments, hiring units, or search committees must adhere to the following when making employment decisions (including recruitment, hiring, promotion, renewal of employment, selection for training or apprenticeship, discharge, discipline, tenure, and other terms, privileges, or conditions of employment):

- AI may be used as a tool during the hiring process, but all employment decisions must be made by a person.
- The candidate must be notified if AI is being used in connection with employment-related decisions.
- The use of predictive data analytics in employment decisions should not consider protected characteristics that result in discrimination. This includes, but is not limited to, using zip codes as a proxy for race (Illinois Human Rights Act, PA 103-0804).
- If AI will be used in video interviews, the department, hiring unit, or search committee must, in advance of the interview, disclose this to the applicant, obtain the applicant's consent, and inform the applicant how the AI works and the general types of

characteristics the AI users to evaluate applicants (Artificial Intelligence Video Interview Act, PA 101-0260).

16. Sponsorship for Work Authorization

For all searches that may be eligible for sponsorship (including faculty searches), sponsorship eligibility must be determined prior to posting. Units must get approval from the Dean/MAU leadership for any decision related to sponsorship that might incur the \$100,000 application fee. The Dean/MAU leadership must approve the final decision on whether the position is eligible for sponsorship. Units should note this fee may not be passed on to, or recovered from, the applicant.

Units must clearly state sponsorship eligibility in the job posting using one of the following statements:

- This position is eligible for sponsorship for work authorization, except for sponsorship of a new H1B petition that would incur the \$100,000 fee.
- This position is eligible for all sponsorship for work authorization options.
- This position is not eligible for any type of sponsorship for work authorization.

Overtime-eligible positions (e.g., nonexempt per the Fair Labor Standards Act [Wages and the Fair Labor Standards Act | U.S. Department of Labor](#)) are not eligible for sponsorship for work authorization. Such positions include office support, service workers, temporary hourly positions, etc.

17. Search Process Summary

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