



System Offices Search and Promotion Guidelines

These guidelines apply to above all System Office units, excluding the University of Illinois Foundation. These guidelines are managed and administered by System Human Resource Services (System HR) and are subject to change with the approval of the Senior Associate Vice President and Chief Human Resources Officer for System HR.

Open/Competitive Search Documentation

Approval to Initiate Search

- The Talent Management Partner in System HR will submit the required information for approval prior to initiating the search process. The information must contain the following:
 - ✓ Name, title, gender, and race/ethnicity of each committee member.
 - ✓ Proposed language of the job advertisement which must include the System Office AA/EEO statement.
 - ✓ Required and preferred qualifications.
 - ✓ A list of the advertising sources where the position will be posted. Resources that attract minorities candidates must be included.
 - ✓ The System HR contact.

Search Committees

- Search committees must contain at least three persons.
- The search committee should be diverse both in race/ethnicity and gender. If the department is unable to identify diverse committee members from within the department, then it should look outside the department for individuals who will add diversity and value to the committee. Said individual(s) should be someone who will/may interact with the person selected for the position.
- In addition to the individuals selected by the department, each search committee will be chaired and/or coordinated by a member of the System HR staff who will also serve on the committee. The chair/coordinator may serve as one of the three required persons.
- System HR will document the process the search committee used to select candidates for interviews including providing reasons why candidates were not selected.
- Search committee members cannot apply for or be considered a candidate for a search in which they are serving on the committee.
- Search committee members must complete the System Office Search Committee Training at least once every two years.
- Search committee members must have a Search Committee Ethical Standards and Expectations form on file.

Advertising/Recruitment Sources

- System HR must retain a copy of all advertising materials including copies of newspaper ads, postings on the universities' job board, and postings on external job sites. The length of time posted should be tracked.



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- Each posted position must be advertised in at least one resource that attracts minority candidates. Positions in job groups that show an underutilization of women and/or minorities will be required to advertise in two or more targeted diversity resources. Departments may also identify other diversity sources which must be approved by System HR.
- Diversity advertising for job groups that have an underutilization of females and/or minorities should be targeted toward the underutilized group as identified in the System Offices Affirmative Action Plan.
- Searches must have identified open and close dates. All searches (National, Regional, or Internal) must be open for a minimum of two weeks. However, the department may request to extend the length of the search and must provide justification for doing so. Executive level positions that involve the use of a search firm may be posted without a pre-determined close date to allow for the extensive recruitment of a diverse qualified candidate pool.

Approval to Extend Offer

- The Talent Management Partner in System HR will submit the required information for approval to extend an offer once the search has concluded:
 - ✓ Interview questions.
 - ✓ Reasons for choosing the selected candidate(s).
 - ✓ List of candidates who were interviewed, in order of preference.
 - ✓ Reasons for not choosing the other candidates who were interviewed.
 - ✓ Completed references - references will be completed by System HR. A minimum of two references are required and can be either letters of reference, phone references, or via an electronic format (i.e., email or online survey).
 - ✓ The salary to be offered to the selected candidate. This should not be less than the minimum salary indicated on the Hiring Exception Form. System HR will present salary offers to the chosen candidate(s).

Search Waivers

- Search waivers may be granted for a current System Office employee for the following reasons: moving an entire function from one system office or university unit to another system office unit; in-line promotions (title and salary), lateral transfer (same title and salary) from one system office unit to another or from a university unit to a system office unit, title change, reorganization of the unit, spousal hire/faculty retention, FTE changes that moves an employee's appointment above 50%.
- Hiring a candidate identified through an open and competitive search who was not selected but could fulfill another role in the same unit and would fulfill a diversity goal. The candidate must meet all minimum qualifications for the position they will be appointed.
- Visiting appointments that were filled through an open and competitive search may be waived into a permanent position. If at the time a visiting position is advertised, the department has reason to believe the position will become permanent, it should say so in the



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job postings. Visiting appointments that were filled without an open and competitive search (through an approved search waiver) may be renewed yearly three times for a maximum of four years.

- State funded visiting appointments that were filled without an open and competitive search (through an approved search waiver) may be renewed yearly three times for a maximum of four years. (Termination of a visiting appointment requires at least two months' advanced notice to the employee. System HR must notify the employee that the visiting appointment will be terminated).
- Grant funded visiting appointments that were filled without an open and competitive search (through an approved search waiver) may be renewed yearly four times for a maximum of 5 years. (Termination of a visiting appointment requires at least 2 months' advanced notice to the employee. System HR must notify the employee that the visiting appointment will be terminated).
- The department must provide justification for making the position a visiting appointment (grant funded, short-term project, etc.).
- Departments that wish to hire a regular Academic Professional employee who received a notice of non-reappointment from another System Office unit may do so if the employee meets the required job qualifications and performance expectations have been met.
- Under certain other extenuating circumstances, search waivers may be approved beyond these guidelines. For these requests, a committee consisting of the Senior Associate VP for System HR, the Director of System HR, the Assistant Director, DEI, a representative from the appropriate VP office, and a representative from university counsel must unanimously agree.
- Promotions:
 - ✓ Internal promotions are intended to recognize an employee's excellent job performance as well as his/her growth in professional knowledge, skills, and responsibilities. Promotions should be consistent with equal employment and affirmative action objectives. A promotion may be appropriate under the following circumstances: (1) a University business need exists; (2) the employee's qualifications and job performance reflect his/her readiness to take on higher level duties and responsibilities; (3) the department has a need for higher level work to be performed; and/or (4) a vacancy has occurred within the department.
 - ✓ Promotions via a search waiver are subject to the following parameters:
 - The title must be approved by System HR.
 - System HR must provide the candidate's updated resume with the search waiver documentation.
 - System HR must provide a copy of the old and revised organization charts with the search waiver documentation.
 - The employee must clearly meet the qualifications for the position.
 - The department must provide an explanation of why the candidate was selected over similarly situated employees (those with the same/similar title and equal or similar



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qualifications - particularly minorities/females). This requires that the department identify and consider others who also qualify for the position.

- System HR must review whether there is a goal for the Job Group in which the employee is being promoted. If a goal exists, the department must provide an explanation of why similarly situated female/minority candidates were not selected.
- The department must indicate whether the position that is being vacated will be filled.
- Employees are limited to one (1) promotion via a search waiver each 12-month period.

Promotions from Civil Service Custom Classifications to Academic Professional

The System Offices recognize that Civil Service Custom Classifications (i.e., Accounting Associate, Business Administrative Associate, and Human Resource Associate) may function at a professional level whereby the next career progression would warrant movement into the Academic Professional employee group. Employees in these classifications are typically performing work at the Coordinator or Senior Coordinator levels. As such, consistent with the section on promotions, employees in custom classifications may be promoted into an Assistant Director academic professional position via a search waiver. The custom classification job description must clearly indicate the level the position is functioning (Coordinator or Senior Coordinator) as determined by System HR.

Interim Appointments

An interim appointment is a temporary assignment into a vacant position in which the appointee will assume additional or replacement duties and responsibilities, and for which a search for a permanent replacement is underway or has yet to commence. An interim appointment typically will not exceed eighteen (18) months in length, except in extenuating circumstances. The incumbent's current position will remain open while he/she is in the interim appointment status.

Justification and appropriate documentation should be provided on the Hiring Exception Form regarding why the selected individual was chosen, particularly when there is other similarly situated employees within the department.

On occasion, an employee serving in an interim appointment may be promoted into the permanent position. Circumstances where it may be appropriate to promote an employee in an interim position into the permanent position include the following:

- Incumbent has unique and relevant experience related to the position
- The incumbent has exhibited exceptional performance while in the interim position
- It is economically advantageous to the department to promote the incumbent
- There has been a reorganization of the department that supports hiring the incumbent as permanent
- Promoting the incumbent is in the best interest of the unit to achieve its strategic goals
- Institutional knowledge is critical to the success of the position



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- A search to fill the position permanently has failed and there is no reason to expect success soon.
- Other circumstances that support the overall strategic goals of the unit and/or university.

The hiring manager should describe all applicable circumstances in his/her justification for promoting an employee from an interim position into a permanent position. Promotions from interim to permanent must be approved by both the Vice President for that department and the Executive Vice President for Academic Affairs via a Hiring Exception Form. Such promotions are subject to the promotional guidelines outlined in the *Search Waivers* section as well.

Internal Searches

Internal searches may be performed with the approval of System HR and are subject to the following:

- The department may request an internal search.
- The position must require knowledge of University of Illinois operations and the department must provide acceptable justification.
- The guidelines regarding the composition and responsibilities of the search committee are the same as outlined above.
- A current employee who was hired into a visiting position without an open and competitive search may be hired through an internal search if the employee has been employed a minimum of 12 months. Advertising for internal searches is limited to the System Office's and universities' job boards, other internal websites, and communication tools.
- Current academic professionals and status civil service employees may be hired through an internal search (all other employee groups are not eligible – i.e., Post Doc, Extra Help, Graduate Students, Undergraduate Students).

Lateral Transfer between the System Offices and the Universities

A System Office may accept a lateral transfer of a permanent academic professional employee from the universities with the following parameters:

- The employee retains the same title and salary at the time of the transfer. S/he will be eligible for merit increases in accordance with the System Offices' salary program.
- The lateral transfer must be in accordance with the System Offices' affirmative action goals and objectives.
- Typically, lateral transfers are limited to positions below the Assistant Director level.

Academic Professional Appointments Not Requiring a Search Waiver

- New positions (regular or visiting) with an FTE less than 50%.
- Organizational number change only (no change to duties, title, FTE, or salary).
- A change in the home campus location for an existing System Office employee.
- Off cycle increases that are not a promotion or title change.