Guide to Talent Acquisition - *for the HR Community*

The Talent Acquisition Group (TAG) at the University of Chicago provides expertise to attract and engage a high performing, diverse workforce. We partner with HR Community members on Workforce Planning, Strategic Sourcing, Talent Pool Assessment and Successful Selection.

This guide is intended to highlight for HR Community Members the talent acquisition life cycle, from understanding hiring needs through successful talent onboarding, including:

- Affirmative Action/ Equal Employment Opportunity
- Diversity in Hiring
- UChicago Jobs Introduction
- Additional Posting Resources
- Reference and Background Checks
- Extending an Offer and Onboarding
- Temporary Employment
Affirmative Action

Purpose
An affirmative action program is a management tool designed to ensure equal employment opportunity. It analyzes and evaluates the composition of the workforce in comparison to the composition of a relevant labor pool. An affirmative action program includes specific, practical steps designed to address underutilization (i.e., when women and minorities are not employed at a rate to be expected given their availability in the relevant labor pool).

An affirmative action program includes policies, practices, and procedures used to ensure that qualified applicants and employees are receiving an equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment. [41 C.F.R. § 60-2.10 (a)]

Definition
Affirmative action is increased effort or proactive steps to recruit, hire, train, promote, and assure non-discrimination of underutilized groups (i.e., minorities and women) in the workplace. This may include, but is not limited to, attending minority group-oriented fairs, contacting local community agencies, and posting position openings on Web sites established specifically for underutilized groups.

As a representative of the University, a hiring manager or an HR Partner is responsible for making good faith efforts toward meeting the University's commitment to affirmative action goals by performing a thorough recruiting process. When necessary, a department will be contacted to devise a recruitment plan that includes specific outreach efforts to correct underutilization.

Equal Employment Opportunity

The University of Chicago recruits, hires, and promotes employees and prospective employees on the basis of individual merit and without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, protected veteran status or status as an individual with disability.

This policy includes the University's commitment to maintain a workplace free from sexual harassment or illegal discrimination of any nature.

The University’s Affirmative Action Officer is responsible for coordinating adherence to equal employment and affirmative action and related federal, state, and local laws and regulations. Each employee is encouraged to discuss complaints of discrimination or harassment with his/her supervisor, department chair, department head, dean or director. An employee may also direct such complaints to Human Resources (HR) Employee and Labor Relations at elrelations@uchicago.edu or 773-834-2044 or to the Affirmative Action Officer at 773-702-8810. An employee or applicant may raise concerns and make reports without fear of reprisal, intimidation, threats, or coercion. Complaints will be investigated on a timely basis and in a confidential manner.

A job seeker or employee in need of a reasonable accommodation to complete the application process may contact Human resources by calling 773-834-1841 or by emailing recruitment@uchicago.edu. An employee can initiate an accommodation process with HR. This may include submitting medical documentation and suggesting reasonable ways in which the work environment at the University can better accommodate a disability. This information will be kept confidential, except when needed for purposes such as working out appropriate accommodations, restrictions in activities, or safety concerns. Questions may be directed to Employee and Labor Relations. (Refer to Refer to Equal Employment Opportunity Policy for additional details.)
The University of Chicago is an Affirmative Action / Equal Employment Opportunity / Disabled / Veterans Employer (AA/EEO).

As an AA/EEO employer, the University must:

- Show that positive steps are taken to recruit, hire, train, and promote individuals into available positions
- Assure non-discrimination in the recruitment processes by announcing all available positions on UChicago Jobs
- Attempt to collect race/sex information from applicants
- Determine who may be considered as an applicant based on the basic requirements for the position
  — An applicant is defined as an individual who requests consideration for employment, submits a resume, identifies a specific job opening, and is basically qualified for the job opening

Posting available job openings on UChicago Jobs meets the requirements listed above and helps the University to:

- Identify and recruit diverse applicant pools
- Apply policies and practices consistently to applicants and current employees
- Eliminate bias based on age, ancestry, color, disability, gender identity, marital status, national origin, parental status, race, religion, sexual orientations, source of income or veteran status
- Market the University in a competitive environment

Diversity in Hiring

The University of Chicago is a place that values diversity and the rich variety of thought and experience it brings to our community. The University of Chicago strives to maintain a culture of inclusiveness by supporting the recruitment and retention of a diverse workforce. Moreover, the University of Chicago is a diverse community, mirroring the rich cultural mix of the Chicago Area and the entire world.

The President (President’s statement: President Statement on Diversity) and Provost (Provost’s Initiative: Report of the Provost’s Initiative on Minority Issues) have declared that increasing the diversity of students, staff, and faculty at University of Chicago is of critical importance. A diverse and inclusive community offers different perspectives, experiences, and cultures that enrich the educational experience.

We have created a dedicated online library of recruitment resources to help hiring managers at the University of Chicago recruit for diversity and excellence; more specific resources are categorized by:

- Colleges and Universities
- Local Agencies and Community Organizations
- Other Organizations by Profession
- Professional Organizations for Women and Minorities

UChicago Jobs Introduction

UChicago Jobs is a web-based applicant tracking system designed to make the employment process more efficient and accessible for the job seeker and hiring manager. UChicago Jobs is the official announcement mechanism for open positions at the University of Chicago.
A job seeker is able to:

- Search and view current open positions
- Apply for any job for which he/she meets the basic qualifications by:
  - creating and maintaining a profile which serves as an application for employment
  - upload a current resume and other required documents
- Check the status of his/her application for a specific position at any time or withdraw a submission

For additional information on the staff posting process in UChicago Jobs and Workday, please review the Workday quick reference guide.

Hiring managers and HR Partners use a Web-based requisition form on UChicago Jobs to initiate the posting of a new position or vacancy.

UChicago Jobs supports three types of hiring users:

- **HR Partners:** An HR Partner may enter and forward a requisition to Talent Acquisition for review, view an applicant’s information once a position has been posted, change the status of an applicant, close a requisition after the required posting period (seven calendar days), and select a qualified candidate for hire.
  - Note, for Biological Sciences Division, a BSD HR Partner must also submit a requisition to BSD Approval Authorities for divisional review, prior to submission to Talent Acquisition.
- **Hiring Managers:** A hiring manager can perform most of the same functions as an HR Partner (e.g., close a requisition; complete the hired details page) with one exception: hiring managers cannot forward a requisition to Talent Acquisition for review.
  - Any information entered into *UChicago Jobs* by a hiring manager will be automatically forwarded to the hiring manager’s HR Partner for review before being sent to Talent Acquisition.
- **Guest Users:** A guest user may view the resumes, cover letters, and profiles of applicants for any position for which he/she has guest user privileges.
  - A hiring manager or HR Partner can assign an individual guest user privileges.
  - Guest user privileges are deactivated once a position is filled.

UChicago Jobs is updated daily with new openings; positions remain posted on the site for a minimum of seven calendar days, but no longer than six months. A department may not hire an applicant or close a requisition prior to the seventh calendar day.

A benefits-eligible staff position (20 hours or more) must be posted on UChicago Jobs. Postings will be completed within 3-5 business days once Workday approval is received. Keep in mind – the posting process begins by creating a requisition in UChicago Jobs, followed by creating a position in Workday.

The position in Workday is then compared to the requisition in UChicago Jobs to ensure alignment. Once the positions align, the position is approved in Workday and a notification is sent to Talent Acquisition. Following Workday notification, the Talent Acquisition Group will review and post the position within 3-5 business days.

For detailed information, please refer to the [UChicago Jobs User Guide](#), available on the UChicago Jobs website.
Additional Posting Resources

A department may advertise a job opening with an external vendor after it is posted on UChicago Jobs.

Recruitment advertisements must contain the following:

- General summary and qualifications as posted on UChicago Jobs
- Link to UChicago Jobs with the requisition number or quick link and a tag line reading: “The University of Chicago is The University of Chicago is an Affirmative Action/Equal Opportunity/Disabled/Veterans Employer.”
- Hiring Managers may also include, at their discretion and if appropriate, a statement indicating that U.S. work eligibility requirements must be met at the time of hire.

All job postings automatically appear on America’s Job Exchange (AJE). America’s Job Exchange spiders out to various sites, including Indeed.com and HigherEd.com. Hiring departments can advertise open positions on CareerBuilder.com at a reduced rate.

Contact Talent Acquisition (TAG) at recruitment@uchicago.edu for more information on website postings or assistance on creating a sourcing strategy to attract top talent. TAG is dedicated to providing full service recruitment pending capacity availability, please contact us if you are interested in this option.

A department considering the use of a search firm or employment agency must use the standard University search firm agreement before making any arrangements. Searches conducted by an external employment agency or search firm must meet the same federal, state, local, and University guidelines as searches conducted by the Talent Acquisition Group (TAG). These guidelines include keeping records of Affirmative Action outreach efforts.

Search firms and employment agencies must also meet all University recruitment and selection process requirements. Additional information regarding search firm guidelines is available on HR Connect.

If appropriate, job related assessments can be facilitated through Talent Acquisition, who administers a computer-based testing system. Assessments include:

- Business Math
- MS Office Suite
- Data Entry
- Typing
- Administrative Skills

Only finalists for a position are eligible to take the job related assessments. To schedule, contact TAG at recruitment@uchicago.edu. Results are communicated via email.

Reference and Background Checks

Reference Checks
Checking references helps hiring managers obtain additional information regarding an applicant’s work ethic, initiative, and performance.
Employment decisions can be challenged legally in a variety of instances. Failure to conduct a thorough reference or background check can expose an employer to a negligent hiring lawsuit if an applicant is hired and subsequently commits a criminal or violent act on the job. If an injured person can prove that an employer did not exercise proper care in hiring a worker or should have known of a worker's dangerous tendencies, the employer can be held liable.

The best defense is to show due diligence in the process and that a reasonable decision was made. Checking references and verifying credentials are part of making an informed decision.

Departments are highly advised to conduct at least two (2) reference checks prior to any offer being made. The references should be professional and be a supervisor, a peer, or a subordinate. A family or friend should not be used as a reference.

Information gathered during the reference check must be retained within the department’s search files for three years following the date of the last action on the position (e.g., start date, date the candidate was notified of the position being filled).

Note, external employment verification requests should be referred to Employment verification, which will verify information presented by the requestor, but is limited to title, dates of employment, and last salary paid.

Internal reference requests from one University manager to another University manager should be addressed honestly, based solely on documented job performance.

**Background Checks**

To ensure confidentiality, all background checks are conducted through a third party vendor (GIS) and are coordinated through the Workday support team. Departments request all background checks on-line and will receive a response from the Workday support team with either clearance or not eligible for employment.

These are the specific steps:

1. Departments enter applicant information
2. GIS e-mails applicant on-line form to complete and return
3. GIS conducts and completes the check
4. If applicant does not have a discrepancy, the Workday Support Team will send a clearance e-mail to the department e-mail
5. If a discrepancy is present, GIS will investigate. The length of an investigation may take anywhere from a day up to a few weeks depending on the type of documentation an applicant needs to provide.
6. If applicant clears investigation, a clearance e-mail will be sent. If the applicant does not clear, an ineligible to be employed e-mail will be sent to the department (the applicant will also receive a letter via mail).

An applicant who provides false, incomplete, or misleading information on a profile, resume, or in an interview will be immediately eliminated from further consideration for employment. No applicant who is subject to a background check will be allowed to begin working until the background check results have been received and cleared.
Having a criminal history, a criminal conviction, or a motor vehicle violation does not necessarily preclude employment. The nature of the offense and its relevance to a particular job are considered on a case-by-case basis. The Human Resources Partner (or designee), in consultation with Legal Counsel when necessary, will evaluate the relevance of the criminal history of the individual being hired to the position being filled.

Departments will not be privy to any information on an applicant's background check including reasons for being ineligible. All decisions made will be final.

Motor vehicle record checks are managed by the Office of Risk Management, Audit, and Safety, which evaluates driving records. Any applicant for a position that requires an employee to operate a motor vehicle will be ineligible if his/her motor vehicle record shows excessive driving convictions, as set forth in the University's Vehicle Loss Control Program.

Please refer to Human Resources Policy U204 for additional details.

**Extending an Offer and Onboarding**

The hiring manager should review and compare all application materials, notes taken during the interviews, the applicant's references, and test scores (if applicable).

Templates are provided for offer letters on the HR Connect website. Please email the Talent Acquisition Group at recruitment@uchicago.edu if there are circumstances which require the language to vary from the University templates.

*Please note: If an offer is made and not accepted, the hiring manager may make an offer to his/her second or third choice for the position. If the hiring manager/HR Partner is not able to find a qualified applicant from the pool of applicants interviewed, consult with the Talent Acquisition Group for assistance.*

Applicant search materials must be kept for three years from the last action on the requisition. This should include:

- A list of all the applicants interviewed for the position opening
- The job description
- The reason for the decision to hire or not hire each applicant

All new hire onboarding is completed in Workday. Please review the Workday Quick Reference Guides for additional information.

**Temporary Employment**

Hiring temporary employees is a convenient way to add additional resources during peak times, as project support, or to continue operations while staff is on vacation, leave of absence or a vacancy. The University offers three ways to hire temporary employees:
• Hire a temporary employee directly by completing the hire in Workday: Complete the temporary hiring process in Workday. Please refer to the Quick Reference Guide: Hire – Staff, Student & Temp for more information.
• Work with an outside agency: Purchasing & Payment Services manages a list of preferred temporary staffing vendors. Contact Purchasing & Payment Services for information on hiring a temporary employee through an agency.
• Request a temp through our in-house temporary employment service.

The Talent Acquisition Group (TAG) manages the temporary pool, which is an in-house service that provides temporary assistance for short-term staffing needs. Temporary employees are skilled in administrative and clerical tasks, have completed clerical testing and have cleared a background check. To request a temporary pool employee, please complete the Temporary Pool Intake Form and email it to temporarypool@uchicago.edu. You will receive a confirmation email within 1-2 business days.

Our services include:
• pre-screening candidates
• administering criminal background checks
• conducting reference checks
• providing skills assessments

Billing
Pay and fees will automatically be deducted on a biweekly basis using the ledger ID and five-digit account number supplied by your department. Departments will receive monthly reports indicating the number of hours worked and the total amount charged to the department.

Charges are broken down into three sub-accounts as follows:
• 1700/1791: wages
• 4900: commission charge
• 1903: fringe benefit charge

Fees
There is a 10% commission charge assessed to the wage rate to cover the administrative cost of UC Temps which includes assessments, background and reference checks. This charge is considerably less than outside agencies typically charge. UC Temps will add an additional fringe benefit charge for FICA, Unemployment and Workers’ Compensation. FICA includes Social Security and Medicare.

Please review the Temporary Employment Policy for additional information.