

## **Guide to Staffing and Recruitment- for Hiring Managers and HR Administrators**

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This information provides the tools required to successfully navigate the job posting and hiring process at the University of Chicago. Staffing & Recruitment staff provides full service recruitment when contacted prior to a position being posted and can consult with you on the following:

- Affirmative Action/ Equal Employment Opportunity
- Purpose of Job Posting Requirements
- UChicago Jobs Introduction
- Posting Positions
- Advertising
- Search Firms
- Temporary Employment
- Employee Referral Program (EARP)
- Resume Review
- Interviewing
- Job Related Assessments
- Reference & Credential Checks
- Background Checks
- Final Candidate Selection
- Documentation
- New Hire Paperwork
- New Employee Orientation

### **AFFIRMATIVE ACTION/ EQUAL EMPLOYMENT OPPORTUNITY**

#### **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 and compares it 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 administrator 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 age, ancestry, color, disability, gender identity, marital status, national origin, parental status, race, religion, sexual orientation, source of income or veteran status. 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 Resource Services (HRS) Employee or Labor Relations at 773-702-4040 or to the Affirmative Action Officer at 773-702-5671. 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 who has a disability and identifies himself/herself as disabled can initiate an accommodation process with HRS. 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 HRS Staffing & Recruitment. (See Equal Employment Opportunity Policy, <http://hrservices.uchicago.edu/fpg/policies/200/p201.shtml>.)

## **PURPOSE OF JOB POSTING REQUIREMENTS**

The University of Chicago is an Affirmative Action/Equal Employment Opportunity (AA/EEO) employer. 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 process by announcing all available positions on *UChicagoJobs*;
- attempt to collect race/sex information from applicants; and
- determine who may be considered 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 *UChicagoJobs* 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 orientation, source of income or veteran status; and
- market the University in a competitive environment.

## UCHICAGO JOBS INTRODUCTION

*UChicagoJobs* is a Web-based applicant tracking system designed to make the employment process more efficient and accessible for the job seeker and hiring manager. *UChicagoJobs* 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.

Hiring managers and HR administrators use a Web-based requisition form on *UChicagoJobs* to initiate the posting of a new position or vacancy.

*UChicagoJobs* supports four types of hiring users:

- **HR Administrators:** An HR administrator may enter and forward a requisition to Compensation 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), select a qualified candidate for hire, and complete the required fields on the hired details page.
- **BSD HR Administrators:** A Biological Sciences Division (BSD) HR administrator plays the same role as an HR administrator. However, a BSD HR administrator must also submit a requisition to BSD Approval Authorities prior to submitting it to Compensation. BSD Approval Authorities are divisional administrators who review requisitions received from BSD HR administrators.
- **Hiring Managers:** A hiring manager can perform most of the same functions as an HR administrator (e.g., close a requisition; complete the hired details page) with one exception: hiring managers cannot forward a requisition to Compensation for review.
  - Any information entered into *UChicagoJobs* by a hiring manager will be automatically forwarded to the hiring manager's HR administrator for review before being sent to Staffing & Recruitment.
- **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 administrator

can assign an individual guest user privileges. Guest user privileges are deactivated once a position is filled.

## POSTING POSITIONS

*UChicagoJobs* 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 per week) must be posted on *UChicagoJobs*.

Posting a vacant position (20 hours or more per week)—**Compensation Review:**

- Send requisition to Compensation via *UChicagoJobs* “Comp Review” status
- Compensation will compare job description submitted with previous job description
  - if substantially different, Compensation will review the job’s classification which may cause a delay in posting
  - if not substantially different, Compensation will open the position

Posting a vacant position (20 hours or more per week)—**Compensation Expedite:**

- Send requisition to Compensation via *UChicagoJobs* “Comp Expedite” status if:
  - requisition was created from a previous requisition that was reviewed by Compensation in the past two years;
  - job classification is the same as the previous requisition;
  - either no changes were made to the requisition or minor changes were made of the following nature:
    - less than 10% of the job description, including the general summary and essential functions, is changed;
    - the supervisor, location, or the department or section can be different;
    - the educational and experience qualifications are not changed but other qualifications such as skills or computer applications can be different;
    - the posting specific questions can be changed
  - previous requisition number and any changes must be identified on the Notes/History tab.

Posting a new position (20 hours or more per week):

- send a requisition to Compensation via *UChicagoJobs* “Comp Review” status
- work with Compensation to write a job description
- Compensation will classify the position and notify the department
- Compensation will open the position

Posting a position less than 20 hours per week:

- Position may be posted if no individual identified for hire

- If person has been identified for hire:
  - send a requisition via *UChicagoJobs* “Posting Exception” status
  - instruct the individual identified for the position to complete a profile on *UChicagoJobs*.
  - email Staffing & Recruitment with the individual’s resume and the appropriate requisition number.
  - Staffing & Recruitment will email managers/supervisors the number of hours an individual is eligible to work.
  - Staffing & Recruitment Services will move the requisition to "Needs Department Attention" within *UChicagoJobs*.
  - enter the required information on the "Hired Details" tab within *UChicagoJobs* for the appropriate requisition and submit using the "HR Wrap-Up" status.
  - send the appropriate new hire paperwork to HRS Records Administration.

## ADVERTISING

A department may advertise a job opening with an external vendor after it is posted on *UChicagoJobs*. Recruitment ads must be approved by Staffing & Recruitment.

Recruitment ads must contain the following:

- the general summary and qualifications as posted on *UChicagoJobs*;
- a link to *UChicagoJobs* with the requisition number or quick link; and
- a tag line reading: “The University of Chicago is an *Affirmative Action/Equal Employment Opportunity Employer*.” Hiring Managers may also include, at their discretion, 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).

Hiring departments can advertise open positions on CareerBuilder.com at a reduced rate. Contact Staffing & Recruitment at [employment@uchicago.edu](mailto:employment@uchicago.edu) or 2-8903 for more information or assistance.

## SEARCH FIRMS

A department considering the use of a search firm or employment agency must use the standard University search firm agreement before making any such arrangements. Any search conducted by an external employment agency or search firm must meet the same federal, state, local, and University guidelines as searches conducted by Staffing & Recruitment. These guidelines include keeping records of Affirmative Action outreach efforts. Search firms and employment agencies must meet all University recruitment and selection process requirements. (See [Search Firm Recruitment Template](http://hrservices.uchicago.edu/fpg/forms/staffing/SearchFirmRecruitmentTemplate.doc) , <http://hrservices.uchicago.edu/fpg/forms/staffing/SearchFirmRecruitmentTemplate.doc> )

## TEMPORARY EMPLOYMENT & UC TEMPS

Hiring temporary employees is a convenient way to add additional resources during peak times and 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:

- Request a UC Temp through our in-house temporary employment service
- Hire a temporary employee directly using the *Temporary Employment Form*
- Work with an outside agency

Visit <http://hrservices.uchicago.edu/fpg/policies/200/p203.shtml> for the temporary employment policy.

### 1. Hiring a Temporary Employee Directly

Complete the *Temporary Employment Form*. Refer to the Instructions page at the end of the form for information on required documents, routing and how to complete the form.

### 2. 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.

### 3. UC Temps

Whether you are a department member or an applicant, the University of Chicago Temps (UC Temps) can help you. The UC Temps provides departments with qualified, experienced temporary staff to bridge short-term staffing needs. We provide temporary staff to fill seasonal positions, vacation periods, position vacancies due to leaves of absence, and other types of vacancies.

- For Departments
- For Current UC Temps
- For Applicants

#### **A. For Departments**

Recruiting temporary employees through UC Temps is an effective, low cost means for departments to identify qualified staff for regular full- and part-time positions. Hiring a UC Temp provides you the opportunity to try your next potential hire as a temporary employee first. Many UC Temps have been hired for regular employment in various departments campus-wide.

When you hire a UC Temp, we complete all the necessary paperwork!

Our services include:

- pre-screening candidates;
- administering criminal background checks;
- conducting reference checks; and
- providing skills assessments.

#### To Hire:

To request a UC Temp, call 4-3549 or email a Temporary Employment Form with Section II and the Position Information Questionnaire Section completed.

#### 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: 1700/1791, 4900, and 1903.

The breakdown is as follows:

- 1700/1791: wages;
- 4900: commission charge; and
- 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, however, is much less compared to an outside agency which may charge significantly more. UC Temps will add an additional fringe benefit charge for FICA, Unemployment and Workers' Compensation. FICA includes Social Security and Medicare.

#### ***B. For Current UC Temps***

Welcome to UC Temps! Whether you are starting your first assignment or been on multiple previous assignments with us, please use this page as a resource for issues including:

- Timecards
- Payday
- Employee Self Service

Timecards:

- Due every other Thursday by 4:30pm unless notified otherwise.
- Submit card to supervisor or to Staffing & Recruitment. Supervisor will indicate.
  - Supervisor **MUST** sign card before submitted for payment.
- New timecards will be mailed to your home address.
  - Use **ONLY** timecard sent by Staffing & Recruitment. Use of a card other than the one sent by Employment may result in errors which you will have to visit Payroll to correct.

To review a sample timecard and directions on correctly completing a card, please visit ([link to Chalk](#)).

#### Payday:

- Payday is every other Friday unless notified otherwise.
- Checks are available for pick up from Human Resource Services, 6054 S. Drexel Ave, from 10am-4pm. Checks not picked up by 4pm will be mailed to the employee's home address.
- Direct Deposit is strongly encouraged.

#### Employee Self Service:

- <http://ess.uchicago.edu>
  - View pay stubs.
  - Change address and update personal information. Please also email [employment@uchicago.edu](mailto:employment@uchicago.edu) if you change your address.
  - View W-2, when available.

Another resource available to current UC Temps for the above issues and other program information can be viewed at ([link to Chalk](#)).

#### ***C. For Applicants***

The University of Chicago manages a temporary placements program—UC Temps. Working on a temporary assignment is a great way to gain valuable skills and lets you learn more about the different types of opportunities available at the University of Chicago. Temporaries complete professional and administrative assignments, on an as-needed basis, in various departments within the University. When we are accepting applications, a posting will be available on our UChicago Jobs site <https://jobopportunities.uchicago.edu/>.

### **EMPLOYEE REFERRAL PROGRAM (EARP)**

Current University of Chicago employees who know a job seeker qualified for a bonus-eligible position at the University can refer that individual to *UChicagoJobs* to apply for the open position.

#### Requirements and Eligibility:

- Hired referral stays on the job for three months—referring employee receives half of the designated bonus amount
- Hired referral successfully completes his/her probationary period—referring employee receives the remainder of the designated bonus as long as the referring employee is still a University of Chicago employee
- Previous or current University employees cannot be referred
- Job seekers who have become known to the University through other means can be referred
- Employees of HRS, human resource administrators and supervisors/managers of the bonus-eligible position are ineligible for referral bonuses

- Any benefits eligible employee who has successfully completed their probationary periods, excluding those listed above, are eligible for referral bonuses.

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Bonus-eligible positions posted on *UChicagoJobs* have a monetary amount listed in the “Employee Referral Bonus Amount” of the job listing.

For program procedures, view the [Employee Applicant Referral Form](http://hrservices.uchicago.edu/fpg/forms/staffing/EmployeeApplicantReferralProgram.pdf),  
<http://hrservices.uchicago.edu/fpg/forms/staffing/EmployeeApplicantReferralProgram.pdf>

## RESUME REVIEW

Once a job opening appears on *UChicagoJobs*, a hiring department may review applicant materials.

In screening resumes, the hiring manager should check that:

- an applicant meets all basic requirements for the position;
- an applicant meets at least some of the preferred qualifications;
- information on an applicant’s resume and profile does not conflict;
- previous levels of responsibility have prepared the applicant for the available position;
- an applicant considered for hire possesses experience and skills that set him/her apart from others;
- applicants have requisite supervisory skills, if applicable;
- applicant materials are well-organized and well-written;
- applicants list credible references if requested; and/or
- applicants considered for hire would “fit” within the organization.

**Note:** A University staff employee in good standing who has successfully completed his/her probationary period may apply for a posted position by completing an online profile, submitting a resume and any other required documents. A staff employee who has not completed the probationary period must receive permission from his/her current supervisor and Recruitment & Staffing before applying for an open position. A staff employee on corrective action may not apply for an open position without obtaining permission from Employee Relations or Labor Relations.

## INTERVIEWING

### *Purpose of an Interview*

The purpose of conducting an interview is to gather information about an applicant, present a realistic description of the position, ensure a fair selection process, establish adequate records in the event the hiring decision must be justified, and determine whether the applicant would succeed and be a good fit for the position.

### *Tips on preparing for the Interview*

- Conduct structured interviews in which each applicant is asked a predetermined set of questions and all applicants are measured against the same criteria. Download a list of possible interview questions for [CLERICAL SAMPLE QUESTIONS](http://hrservices.uchicago.edu/fpg/forms/staffing/InterviewQuestionsClerical.doc) (<http://hrservices.uchicago.edu/fpg/forms/staffing/InterviewQuestionsClerical.doc>) or [NON-CLERICAL STAFF SAMPLE QUESTIONS](http://hrservices.uchicago.edu/fpg/forms/staffing/InterviewQuestionsNonclerical.doc) (<http://hrservices.uchicago.edu/fpg/forms/staffing/InterviewQuestionsNonclerical.doc>).
- Ensure questions are job-related and legal.
- Eliminate cultural or other forms of bias in the interview process.
- Focus on the candidate's knowledge, skills, and abilities.

### ***Conducting the Interview***

- Choose a location free from interruptions and hold all calls.
- Arrange a casual seating arrangement that does not put the candidate in the "hot seat." In the case of a panel interview, arrange the panel in a U-shape or circle.
- Put the candidate at ease; refer to something noted on the candidate's application to show it has been reviewed.
- Start by describing the agenda.
- The applicant should talk at least 70% of the time.
- Treat all applicants consistently.
- Listen carefully and take good notes; list specific examples of an applicant's behavior or answer.
- Retain the interview notes and application materials for three years from the last action date on the requisition.

### ***Concluding the Interview***

- Allow the applicant an opportunity to ask questions about the position or department.
- Ask whether the applicant has anything more to discuss about his/her candidacy or has questions about the position or department.
- Explain the next step in the process, including whether there will be additional interviews, when a decision will be made, and how the applicant will be informed of the decision.
- If job related assessments are required for the position, have the applicant take the assessments immediately following the interview or schedule a convenient time for the applicant to take the assessments. *Please review "Job Related Assessments" for more information.*
- Thank the applicant for interviewing for the position.
- Complete any interview notes and/or rating sheets immediately; do not rely on memory.
- Decide and document whether the applicant meets, exceeds, or does not meet the requirements.

### ***Interviewer Biases***

Hiring managers should not:

- Stereotype applicants – form generalized opinions about how individuals from certain groups act, feel or think.
- Ask questions inconsistently.

Staffing & Recruitment staff is dedicated to providing full-service recruitment. Training courses on effective hiring may also be available. Visit <http://training.uchicago.edu> to view available courses.

## JOB RELATED ASSESSMENTS (if applicable)

Staffing & Recruitment administers a computer-based testing system.

Assessments include:

- Microsoft Office Suite
- Business Math
- Data Entry
- Typing
- Administrative Skills
- And many more...

Only finalists for a position are eligible to take the job related assessments. To schedule, contact Staffing & Recruitment at [employment@uchicago.edu](mailto:employment@uchicago.edu) or call 2-8903. Results will be emailed.

## REFERENCE & CREDENTIAL CHECKS

### **Reference Checks**

(Personnel Policy U204 <http://hrservices.uchicago.edu/fpg/policies/200/p204.shtml>)

### **Requesting Reference Checks**

Checking references helps hiring managers obtain additional information regarding an applicant's work ethic, initiative, and performance.

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.

Employment decisions can be challenged legally in a variety of instances. 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.

### **Reference and Credential Checking**

<http://hrservices.uchicago.edu/fpg/forms/staffing/ReferenceAndCredentialChecking.doc>

Departments are highly advised to conduct at least two (2) reference checks prior to any offer being made on the finalist for a position. The references should be professional and be either 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).

#### Providing Reference checks

External employment verification requests should be referred to Records Administration, 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 will be addressed honestly, based solely on documented job performance.

## **BACKGROUND, MOTOR VEHICLE AND EDUCATION VERIFICATION CHECKS**

### Background Checks

(Personnel Policy U204 <http://hrservices.uchicago.edu/fpg/policies/200/p204.shtml>)

To ensure confidentiality, all background checks are conducted through a third party vendor, HireRight and are coordinated through Staffing & Recruitment. Departments request all background checks on-line and will receive a response from Staffing and Recruitment via e-mail with either a clearance, or not eligible for employment.

#### The process

1. Departments enter applicant information
2. HireRight e-mails applicant on-line form to complete and return.
3. HireRight conducts and completes the check.
4. If applicant does not have a discrepancy, Staffing & Recruitment will send a clearance e-mail to the department e-mail.
5. If a discrepancy is present, Staffing & Recruitment 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, a 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 Manager (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 privy to any information on an applicant's background check including reasons for being ineligible. All decision made by Staffing & Recruitment 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.

## FINAL CANDIDATE SELECTION

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

The department should:

- Consider equity
  - If choosing to offer a higher rate than those in currently in comparable positions, you must justify the salary decision by stating factors which were considered in determining the pay.
- Use offer letter template located in the Manager's Toolkit.
  - <http://hrservices.uchicago.edu/fpg/guides/managerstoolkit/index.shtml>
- Send offer letter to Staffing & Recruitment for review prior to making the offer

*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 is not able to find a qualified applicant from the pool of applicants interviewed, consult with Staffing & Recruitment for assistance.*

## DOCUMENTATION

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; and
- the reason for the decision to hire or not hire each applicant.

## NEW HIRE PAPERWORK

The forms required of a newly hired employee can be found on the New Hire Checklist. For an employee changing departments or a temporary employee hired to a benefits-eligible position, contact Staffing & Recruitment to determine the forms required to process the hire. Forms needed to complete the new hire properly are:

- Employee Profile (signed and completed)
- Employment Survey <http://hrservices.uchicago.edu/fpg/forms/staffing/EmploymentSurvey.doc>
- Employment Eligibility Verification  
<http://hrservices.uchicago.edu/fpg/forms/staffing/EmploymentEligibilityVerificationI-9Form.pdf>
- Federal Employee's Withholding Form  
[http://adminet.uchicago.edu/adminforms/pdfs/pay\\_fw4\\_06.pdf](http://adminet.uchicago.edu/adminforms/pdfs/pay_fw4_06.pdf)
- W-4 Illinois Employee's Withholding Form  
[http://adminet.uchicago.edu/adminforms/pdfs/pay\\_il-w4.pdf](http://adminet.uchicago.edu/adminforms/pdfs/pay_il-w4.pdf)
- BSD Compliance Form (if applicable)
- Background Check Release Form (if applicable)
- Union Forms (if applicable)
- Vehicle Use Acknowledgement Form (if applicable)

## DIVERSITY IN HIRING – RECRUITING A DIVERSE AND EXCELLENT STAFF

University of Chicago is a place that values diversity and the rich variety of thought and experience it brings to our community. University of Chicago strives to maintain a culture of inclusiveness by supporting the recruitment and retention of a diverse workforce. 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 and Provost's Statement on Diversity](#) <http://www.uchicago.edu/diversity/zimmer.shtml>) and **Provost** (Provost's initiative: [Report of the Provost's Initiative on Minority Issues](#) <http://www.uchicago.edu/about/documents/pimi/>) have declared that increasing the diversity of students, staff, and faculty at University of Chicago University is of critical importance. A diverse and inclusive community offers different perspectives, experiences, and cultures that enrich the educational experience.

The University of Chicago has a long-standing commitment to diversity.\* Recruiting a diverse and excellent staff is a key part of this commitment.

We have created this site to help hiring managers at the University of Chicago recruit for diversity and excellence. The site is an online resource hiring managers can use to diversify the applicant pools from which they select future members of their staff.

- Colleges and Universities - <http://hrservices.uchicago.edu/fpg/guides/managerstoolkit/diversity/colleges.shtml>
- Local Agencies and Community Organizations - [http://hrservcies.uchicago.edu/fpg/guides/managerstoolkit/diversity/local\\_agencies.shtml](http://hrservcies.uchicago.edu/fpg/guides/managerstoolkit/diversity/local_agencies.shtml)
- Other Organizations by Profession - <http://hrservices.uchicago.edu/fpg/guides/managerstoolkit/diversity/other.shtml>
- Professional Organizations for Women and Minorities - <http://hrservices.uchicago.edu/fpg/guides/managerstoolkit/diversity/professional.shtml>

## OFFER LETTERS

All Offer Letters must be sent to [employment@uchicago.edu](mailto:employment@uchicago.edu) and approved by Staffing & Recruitment prior to making the job offer (Personnel Policy U202 <http://hrservices.uchicago.edu/fpg/policies/200/p202.shtml>).

Templates for offer letters are located in the Manager's Toolkit on the HRServices website: <http://hrservices.uchicago.edu/fpg/guides/managerstoolkit/index.shtml>