



Quick Guide:

Affirmative Action in the Administrative Officer Hiring Process

The steps on this page cover all Administrative Officer and Support Staff hiring, at all Columbia University locations. All references to HR in the process refer to your assigned HR Client Manager at Morningside, or HR Manager at CUMC.

STEP 1 Create Posting

1. Notify HR of vacancy to discuss options
2. Create Posting Summary in Jobs at Columbia (JAC) from the job description
3. Enter recruiting sources in JAC, under Tab 3: Outreach Plan
4. Notify HR that opening is available in JAC for review and posting
5. HR reviews posting for content, appropriate minimum qualifications and grade accuracy
6. HR reviews hiring department's demographics and Affirmative Action goals to determine acceptability of recruiting plan
7. HR posts job online
8. The hiring department initiates other recruiting sources as appropriate

STEP 2 Review Applicants and Select Finalist

1. Allow posting to remain open for a minimum of:
 - 14 calendar days for Administrative Officer, Grade 14 or 106 and above
 - 5 business days for positions Grade 13 or 105 and below
2. When an acceptable applicant pool is available in JAC, request that HR close the position in JAC
3. Hiring manager screens resumes and selects top resumes to consider, mark them as "Short List" in JAC
4. Hiring manager selects at least 3-5 most qualified applicants from the short list for interview, mark them as "Interview" in JAC
5. Hiring manager selects applicant to fill vacancy, mark applicant as "Finalist" in JAC
6. Hiring Manager creates the Hiring Proposal
7. Notify HR of selection of Finalist
8. HR reviews Hiring Proposal, reviews finalist's minimum qualifications, approves and indicates clearance in JAC
9. Make job offer
10. Upon acceptance of offer, the hiring department updates applicant status in JAC as "Hired"

STEP 3 Complete Recordkeeping and Reports

1. Complete JAC recordkeeping, including final status and reasons for not selecting each candidate
2. Submit appropriate new hire paperwork to HR for new hire
3. HR reviews paperwork and checks JAC for completion of recordkeeping
4. Applicant Pool Report is available from JAC



Quick Guide: Entering Reasons for Not Selecting an Applicant

Step 1: Enter Final Status in JAC

As you make decisions on the suitability of each applicant, you assign a final status to each in JAC. This entry can be completed as decisions are made throughout the process, or at the end after a selection has been made.

This final status is one of three possibilities:

1. **“Not Interviewed, Not Hired”**
2. **“Interviewed, Not hired”**
3. **“Hired”**

Step 2: Enter Reason for Not Selecting the Applicant

When a final status other than “Hired” is entered for an applicant, an additional entry is required: Reason for Not Selecting the Applicant. The acceptable reasons are found in a drop-down menu. The reasons for non-selection of an applicant are an important factor for Columbia’s Affirmative Action reporting and documentation.

PLEASE NOTE: When HR reviews your JAC records in order to approve a PAF for a new hire, the completion of these reasons will be checked. If there are applicants without reasons, the process may have to be delayed until the records are complete. Please avoid this situation by completing all entries before submitting the PAF.

These reasons and the appropriate time to use them are:

When an applicant is **Not Interviewed, Not Hired**, use one of the following:

- Does Not Meet Posted Minimum Qualifications
- Does Not Meet Preferred Qualifications relative to Other Candidate

When an applicant is **Interviewed, Not Hired**, use one of the following:

- Interview Revealed Work Experience or Skills Do Not Meet Job Requirements
- Interview Revealed Insufficient Relevant Desired Experience or Skills
- Interview Revealed Lack of Interest and/or Enthusiasm for the Job
- Poor Communication or Interpersonal Skills
- Not Best Match Relative to Finalist
- Resume/Application Verification Not Satisfied
- Employment Verification (I-9) Not Satisfied
- Unfavorable References
- Candidate Withdrew
- Candidate Declined job offer



Quick Guide: Requesting Waivers from Searches and/or Posting

For Officers of Administration, Grade 14 or 106 and higher, requests for waivers or internal postings must be cleared in advance by the Office of Equal Opportunity and Affirmative Action. HR will work with you to apply for a waiver.

The guidelines for granting a waiver from the requirements to post and/or do a search to fill a vacancy have been updated. The new guidelines allow more options for placing internal candidates to be transferred, promoted or placed in a new job after reorganization.

All requests for a waiver must be accompanied by a letter from the department head, giving the reasons for seeking a waiver and the compelling circumstances justifying it.

Guidelines for Granting Waivers from Searches or Requests for Internal Postings for Administrative Officers and Staff

It is the policy of Columbia University to ensure that all qualified job applicants and employees receive equal opportunity for recruitment, selection, and advancement in employment. To this end, the standard practice of the University for any job opening is to conduct a search for the most qualified candidate.

Waivers from searches and requests for internal postings constitute disfavored exceptions to this practice and may be considered only in those cases where the candidate meets the qualifications specified in the job description and, in addition, one of the following criteria:

1. The department has identified an **outstanding candidate whose appointment would advance the University's commitment to diversity**;
2. The action is a **promotion *within a department* which recognizes superior service and achievement** (If the candidate is not a person who would advance the University's commitment to diversity, the request for the waiver should include a description of the department's current efforts to promote the University's diversity mission.);
3. A current university employee is identified for a **lateral transfer** to a position with comparable responsibilities at the same grade level and salary;
4. An employee whose **position has been eliminated through reorganization** is qualified to fill another position within the department. (If more than one employee has lost his or her position during a departmental reorganization, all of those who meet the qualifications of the new position must be permitted to apply for it.)
5. The person to be hired **is part of an established research team**;
6. The selection is **required** under union contract, or other governing university policy; or
7. The appointment is a **temporary one of less than one year**.

In addition, there may be **exceptional or unforeseen circumstances** not meeting the criteria listed above but of comparable substance and importance which justify dispensing with a full search.