

1 Hiring and Employment

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3 Contact: [University Human Resources \(UHR\)](#)

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28 **RESOURCES**

30 Introduction

31 The university will recruit highly qualified and talented faculty and staff who enhance the university's
32 teaching, research, and extension missions by contributing diverse intellectual and philosophical
33 perspectives. The university encourages, and supports, staff and faculty through the provision of
34 opportunities to experience growth and advancement. [top](#)

35 **Applicability**

36 This policy applies to all faculty, professional and scientific, merit, contract, and postdoctoral
37 employees at Iowa State University, unless otherwise noted in specific sections of this policy.

38 **Related Policies**

39 **Equal Employment Opportunity Statement**

40 Iowa State University (ISU) is committed to achieving excellence through a diverse workforce and is
41 committed to equal opportunity in all aspects of employment for all qualified persons and prohibits
42 discrimination on the basis of race, color, religion, creed, sex, sexual orientation, national origin,
43 ancestry, age, pregnancy, gender identity, veteran status, military service, disability unrelated to job
44 requirements, genetic information, or other protected status. Iowa State University is dedicated to
45 compliance with all applicable equal employment opportunity laws and regulations.

46 All persons with authority and influence over personnel and employment decisions are responsible
47 for ensuring that the personnel decisions, including but not limited to decisions regarding hiring,
48 promotion, tenure, transfers, pay, benefits, training, education, performance, layoffs, discipline, and
49 termination are based on the principle of equal employment opportunity.

50 All employment decisions shall be based on non-discriminatory, job-related qualifications and
51 performance, using guidance and criteria provided by University Human Resources (UHR), the
52 Office of the Senior Vice President and Provost (SVPP), and the Office of Equal Opportunity (OEO)
53 as applicable. Employment practices will be monitored for disparate impact on any protected class.
54 Additional information can be found in Iowa State University's [Equal Opportunity and Affirmative](#)
55 [Action Policy](#). [top](#)

56

57 **Policy Statement**

58 **Roles and Responsibilities**

59 The following units are responsible for setting the policies, procedures and guidelines for
60 employment, and will work with senior administrators to ensure that processes and guidelines are
61 practical, current, and transparent with enough flexibility to serve the university's mission.

62 **University Human Resources (UHR)**

63 University Human Resources is responsible for the development and oversight of professional and
64 scientific and merit employment procedures and guidelines for hiring, transferring, promoting,
65 classifying, and establishing salary for employees in accordance with equal employment opportunity
66 (EEO) guidelines, university policies, State of Iowa Board of Regent's policies, and other relevant
67 state and federal regulations. [top](#)

68 **UHR Service Delivery Team** UHR service delivery teams, consisting of senior HR partners, HR
69 partners, and HR coordinators, are responsible for providing front line advice and support to senior
70 leaders, managers, and employees. The UHR service delivery team is responsible for administering
71 employment procedures and guidelines to the university community for hiring, transferring,
72 promoting, classifying, and establishing salary for employees in accordance with EEO guidelines,
73 university policies, State of Iowa Board of Regent's policies, and other relevant state and federal
74 regulations.

75 **UHR Talent Acquisition**

76 UHR Talent Acquisition is responsible for providing front line advice and support to hiring managers
77 regarding recruitment, hiring, and establishing salary for employees in accordance with EEO
78 guidelines, university policies, State of Iowa Board of Regent's policies, and other relevant state and
79 federal regulations. In addition, they support the candidate experience for staff.

80 **Office of the Senior Vice President and Provost (SVPP)**

81 The Office of the Senior Vice President and Provost is responsible for developing academic

82 appointment procedures and guidelines for hiring, transferring, promoting, classifying, and
83 establishing salary for employees in accordance with EEO guidelines, university policies, State of
84 Iowa Board of Regent's policies, and other relevant state and federal regulations. [top](#)

85 **Office of Equal Opportunity (OEO)**

86 The Office of Equal Opportunity (OEO) exists to ensure that the university's commitment toward
87 equal opportunity compliance are integral components of ISU's policies and practices.

88 OEO is responsible for setting policies and practices that create equal opportunity in employment
89 and set standards for non-discriminatory practices. OEO strives to ensure that all university
90 community members uphold federal and state laws, and campus nondiscrimination policy.

91 An affirmative action officer within OEO will oversee compliance with federal and state regulations.

92 The OEO in partnership with University Human Resources and the Office of the Senior Vice
93 President and Provost will evaluate employment practices in coordination with the affirmative action
94 officer for any potential impact on protected classes and recommend policy or practice revisions. [top](#)

95

96 **Managers and Employees**

97 **Managers and Appointing Authorities**

98 Managers and appointing authorities will play an important role in administering employment
99 decisions with consideration for the university's EEO statement and commitment to equal
100 opportunity and non-discrimination in employment decisions. They are responsible for adhering to all
101 relevant employment regulations, policies, practices, and guidelines in all employment actions.

102 It is the responsibility of the manager and appointing authority to follow the policies, procedures, and
103 guidelines set forth by UHR, SVPP, and OEO in making and administering employment decisions.

104 **Employees**

105 Employees are responsible to discuss with their manager or UHR representative their interest in
106 development opportunities, promotions, transfers, or raise questions about classification or pay. If
107 employees have concerns about advice given on any of the above actions, they may seek
108 assistance from guidance documentation associated with this policy, University Human Resources,
109 the Office of the Senior Vice President and Provost, or other offices as indicated by the nature of
110 their concerns (OEO, University Ombuds, etc.) [top](#)

111

112 **External and Internal Search**

113 A search is the competitive recruitment process used to identify the best qualified candidates for a
114 position. A search is visible to potential applicants, provides equal opportunity to applicants, and
115 meets federal and state job listing requirements. It is also referred to as an open recruitment.

116 An external search is the competitive recruitment process used to identify the best-qualified
117 candidates for a position both internally and externally to the university. In order to encourage a
118 rewarding and productive work environment, and provide current employees opportunities for growth
119 and advancement, an internal search may also be considered. An internal search is the competitive

120 recruitment process used to identify the best-qualified internal university only candidates for a
121 position.

122 State law prohibits the university to compel, require, induce, or solicit any person to provide a
123 diversity, equity, and inclusion statement, or give preferential consideration to any person based on
124 the provisions of a diversity, equity, and inclusion statement.

125 External and Internal searches for positions must be open for a minimum of seven (7) days. [top](#)

126

127 **P&S Transfer and Promotion**

128 Transfers and promotions provide staff the opportunity for career growth and advancement at Iowa
129 State University. Managers are encouraged to consider internal candidates from within departments
130 throughout ISU, therefore managers should be supportive of employees who have the desire to
131 enhance their skills or develop new competencies to pursue different or greater responsibilities and
132 to transfer or promote within the ISU community.

133 Expressing an interest in a transfer or promotion at ISU will not adversely impact an employee's
134 current employment. There are, however, specific guidelines and criteria described in the **Hiring and
135 Employment Guidelines** (see Resources below) associated with this policy for staff considering a
136 transfer or promotion.

137 **Criteria**

138 In all cases, the employee's work record, including but not limited to performance, attendance,
139 efforts to develop job related skills, demonstrated job related competencies, and behaviors may be
140 used as valid criteria for determining suitability for hiring, promotion, and transfer.

141 The Hiring and Employment Guidelines contain additional criteria and guidance for professional and
142 scientific employees regarding eligibility for transfer and promotion. [top](#)

143

144 **P&S Demotion**

145 Demotion is defined as a change in status to a lower job level and/or pay grade level. Demotion may
146 be voluntary, involuntary, or as a result of reclassification. Standards and procedures used for
147 involuntary demotion are outlined in the university's policies concerning performance appraisal and
148 dismissal.

149 If an employee changes positions (appointed through promotion, transfer, or demotion) outside the
150 original departmental unit, the employee will be considered a new employee with respect to the
151 university's policies concerning performance appraisal and dismissal. [top](#)

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153 **Faculty Appointment and Advancement**

154 The **Faculty Handbook** (see Resources below) contains policy and procedure regarding faculty
155 appointment and advancement.

156

157 Merit Transfer, Promotion, and Demotion

158 The **Regent Merit System Rules** (see Resources below) contain process and procedure regarding
159 merit hiring and movement as set by the Board of Regents. [top](#)

160

161 Search Waiver

162 An open recruitment search process, in accordance with the University's equal opportunity hiring
163 policies and procedures, is the standard process for all University hires. However, a search waiver
164 may be approved by the Office of Equal Opportunity where such waiver of the standard recruitment
165 process demonstrates a compelling and extraordinary need.

166 Search waiver justifications must meet one of the following categories:

- 167 • **Highly Specialized Qualifications or Target of Excellence:** Where a particular position
168 needing to be filled is in an extraordinarily narrow field such that the recruitment of an
169 appropriately qualified professional is extremely rare, or where there is an unusual
170 opportunity to hire an individual whose distinctive qualifications and extraordinary promise or
171 accomplishments will contribute significantly to the excellence of the University's mission,
172 such as a particularly distinguished scholar or a nationally renowned professional.
- 173 • **Dual Career:** When recruitment/retention of a candidate/employee is dependent on an
174 appointment of a spouse/partner, in accordance with the University's dual career procedures.
- 175 • **Emergency Hire:** There is an urgent and unanticipated need to fill a position, there is not
176 enough time to conduct a search, and the candidate has the expertise and is available to
177 begin immediately.

178 In all instances above, the candidate must be qualified for the position.

179 This search waiver policy does not apply to: implementation of internal position changes resulting
180 from promotions, demotions, or reassignments; disability accommodation placements, succession
181 planning/leadership rotation programs; approved changes in employee full-time/part-time status;
182 reduction in force programs; temporary, event, or seasonal positions; student employees; positions
183 governed by Regents Merit System Rules, or positions required to be filled in accordance with a
184 collective bargaining agreement. [top](#)

185

186 Restructuring

187 It may be necessary for the institution to reorganize or restructure the operations of the university to
188 further strategic goals or improve operational efficiency. Campus leadership shall work with
189 University Human Resources and the Office of Equal Opportunity to create a fair and equal process
190 for impacted employees. The process will be designed to balance the strategic goals of the
191 restructure with consideration for the impacted employees.

192 For the purposes of this policy, restructuring is considered any reorganization that impacts
193 employees beyond a single department. Refer to Iowa State University's **Workforce**
194 **Reorganization Policy** (see Resources below) for more information. [top](#)

195

196 Resources

197 Links

- 198 • [Hiring and Employment Guidelines \[PDF\]](#)
- 199 • [Equal Opportunity and Affirmative Action Policy](#)
- 200 • [Recruitment and Selection Policy - Staff](#)
- 201 • [Employment References and Background Checks Policy](#)
- 202 • [Appointment Authority Policy](#)
- 203 • [Reasonable Accommodations \(Disability\) Policy](#)
- 204 • [Reemployment – Return from Disability Policy](#)
- 205 • [Additional Compensation Policy](#)
- 206 • [Compensation Administration Policy](#)
- 207 • [P&S Compensation and Salary Structure Policy](#)
- 208 • [Non-Employment Dates Policy – Exempt P&S](#)
- 209 • [Non-Exempt Time Reporting Policy](#)
- 210 • [Employee Records Policy](#)
- 211 • [Resignations, Separations, and Terminations Policy](#)
- 212 • [Workforce Reorganization Policy](#)
- 213 • [Faculty Handbook](#)
- 214 • [Regent Merit System Rules](#)
- 215 • [Senate File 2435](#)
- 216 • [Board of Regents Policy Manual \(RPM\)-4.2 Freedom of Expression](#)