

# 1 Hiring and Employment

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

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## 31 Introduction

32 The university endeavors to cultivate a rewarding and productive work environment through the  
33 selection and retention of a highly qualified, talented, and diverse workforce. The university  
34 encourages, and supports, staff and faculty through the provision of opportunities to experience  
35 growth and advancement. [top](#)

### 36 Applicability

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

### 39 Related Policies

40 **Equal Employment Opportunity Statement**

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

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

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

## 56 **Affirmative Action Statement**

57 Iowa State University has committed itself to develop and implement affirmative action programs  
58 with respect to employment and to comply with all applicable federal, state, and Board of Regents'  
59 rules, regulations and policies relative to nondiscrimination.

60 An affirmative action plan is a tool used to identify equal employment opportunities for applicants  
61 and existing employees. To remain in compliance with U.S. federal regulations, all contractors doing  
62 business with the U.S. federal government who meet certain employment and contract levels are  
63 required to have such a program. Using quantitative analysis, affirmative action plans compare the  
64 composition of ISU's workforce to that of relevant labor pools. When minorities and women are not  
65 employed or promoted at the rate which would be expected, considering their availability in a  
66 relevant labor pool, an affirmative action goal is identified.

67 Additional information can be found in Iowa State University's **Affirmative Action Policy** (see  
68 Resources below). [top](#)

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## 70 **Policy Statement**

### 71 **Roles and Responsibilities**

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

### 75 **University Human Resources (UHR)**

76 University Human Resources is responsible for the development and oversight of professional and  
77 scientific and merit employment procedures and guidelines for hiring, transferring, promoting,  
78 classifying, and establishing salary for employees in accordance with the established affirmative  
79 action plan, equal employment opportunity (EEO) guidelines, State of Iowa Board of Regent's  
80 policies, and other relevant state and federal regulations. [top](#)

81 **UHR Service Delivery Team** UHR service delivery teams, consisting of senior HR partners, HR  
82 partners, and HR coordinators, are responsible for providing front line advice and support to senior  
83 leaders, managers, and employees. The UHR service delivery team is responsible for administering  
84 employment procedures and guidelines to the university community for hiring, transferring,  
85 promoting, classifying, and establishing salary for employees in accordance with established  
86 university policy, affirmative action plan, EEO guidelines, State of Iowa Board of Regent's policies,  
87 and other relevant state and federal regulations.

## 88 **UHR Talent Acquisition**

89 UHR Talent Acquisition is responsible for providing front line advice and support to hiring managers  
90 regarding recruitment, hiring, and establishing salary for employees in accordance with established  
91 university policy, affirmative action plan, EEO guidelines, State of Iowa Board of Regent's policies,  
92 and other relevant state and federal regulations. In addition, they support the candidate experience  
93 for staff.

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

95 The Office of the Senior Vice President and Provost is responsible for developing academic  
96 appointment procedures and guidelines for hiring, transferring, promoting, classifying, and  
97 establishing salary for employees in accordance with the established affirmative action plan, EEO  
98 guidelines, State of Iowa Board of Regent's policies, and other relevant state and federal  
99 regulations. [top](#)

## 100 **Office of Equal Opportunity (OEO)**

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

103 OEO is responsible for fostering an inclusive environment and setting policies and practices that  
104 create equal opportunity in employment and set standards for non-discriminatory practices. OEO  
105 strives to ensure that all university community members uphold federal, state, and campus  
106 nondiscrimination laws.

107 The Office of Federal Contract Compliance Programs (OFCCP) requires an affirmative action plan  
108 for any employer receiving federal money, such as grants. Employers are required to actively  
109 outreach to minorities and protected classes, and to ensure non-discrimination in employment  
110 practices. An affirmative action officer within the OEO will oversee compliance with the OFCCP and  
111 the development of the affirmative action plan and subsequent goals.

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

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## 116 **Managers and Employees**

### 117 **Managers and Appointing Authorities**

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

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

#### 124 **Employees**

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

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### 132 **External and Internal Search**

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

136 In light of Iowa State University's goal to diversify its employee population, it is the university's policy  
137 that when a position is posted, the pool of applicants for positions being filled be as broad and  
138 diverse as possible.

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

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

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### 147 **P&S Transfer and Promotion**

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

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

#### 157 **Criteria**

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

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

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## 164 **P&S Demotion**

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

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

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## 173 **Faculty Appointment and Advancement**

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

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## 177 **Merit Transfer, Promotion, and Demotion**

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

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## 181 **Search Waiver**

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

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

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

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

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

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## 206 Restructuring

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

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

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## 216 Resources

### 217 Links

- 218 • [Hiring and Employment Guidelines \[PDF\]](#)
- 219 • [Affirmative Action Policy](#)
- 220 • [Recruitment and Selection Policy - Staff](#)
- 221 • [Employment References and Background Checks Policy](#)
- 222 • [Appointment Authority Policy](#)
- 223 • [Reasonable Accommodations \(Disability\) Policy](#)
- 224 • [Reemployment – Return from Disability Policy](#)
- 225 • [Additional Compensation Policy](#)
- 226 • [Compensation Administration Policy](#)
- 227 • [P&S Compensation and Salary Structure Policy](#)
- 228 • [Non-Employment Dates Policy – Exempt P&S](#)
- 229 • [Non-Exempt Time Reporting Policy](#)
- 230 • [Employee Records Policy](#)
- 231 • [Resignations, Separations, and Terminations Policy](#)
- 232 • [Workforce Reorganization Policy](#)
- 233 • [Faculty Handbook](#)
- 234 • [Regent Merit System Rules](#)