# Iowa State University – University Human Resources

Recruitment and Selection Guide – P&S

The following guidelines were specifically designed to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process for Professional & Scientific positions. Details for each step include the best practices to attract a talented and diverse applicant pool.

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# Talent Management Framework

Talent management is an integrated and coordinated approach that begins with development of an accurate job description, and includes fair, legal and consistent practices for sourcing, attracting, selecting, hiring, and onboarding employees for success in their work and careers.

The image below represents an integrated talent management framework and identifies each step of the recruiting and hiring process:

# Roles & Responsibilities

Various roles must be fulfilled in the implementation of recruitment and selection processes. The main roles covered below include: hiring authority, hiring manager, search committee, stakeholders and search firms.

**Hiring Authority** [excerpt from [Hiring Authority](http://www.policy.iastate.edu/policy/hiring) policy]

In order to assure compliance with law and Regents policy, and to manage risks associated with employment agreements, employment actions should be signed by persons with appropriate expertise, or who can assure appropriate review of the appointment.

The Board of Regents, State of Iowa, has delegated authority for hiring to specific university officials. This policy is intended to:

* Assure that hiring of employees occurs through an authorized official;
* Delegate authority to appropriate persons to ensure efficiency of operations.

While this policy specifies the delegation of authority for hiring, in addition, the "appointing authority" must adhere to all applicable university policies and procedures regarding employment. This policy does not cover the offering of administrative appointments for faculty or promotions in faculty rank. In the case of joint appointments (i.e., an appointment split between two or more units), there will be multiple appointing authorities; however, one is designated as the primary employing unit.

**Hiring Manager**

As stated in the Recruitment & Selection – P&S policy, theHiring Manager has primary responsibility within the employing unit’s guidelines for developing and maintaining position descriptions, screening and evaluating applicants, identifying candidates for interview, interviewing candidates, conducting reference checks, and selecting the candidate for hire. Generally, the Hiring Manager is the primary supervisor of the position. The Hiring Manager has the discretion to involve others in the recruitment and selection process per the guidelines defined by the respective Dean/Senior Vice President/President or his or her designee.

Note: Hiring Manager is also a role within PeopleAdmin and has specific responsibilities that are system related.

**Search Committee**

The Hiring Manager may form a search committee to assist with the recruitment and selection for P&S positions. Search committees are strongly recommended for positions at Pay Grade 38 and above. However, the university does have several individual contributor roles typically at Pay Grade 38 which may not lend them to using a search committee. Therefore, Hiring Managers may determine the appropriateness of a search committee for each search consistent with guidelines outlined by the respective Dean/Senior Vice President/President or his or her designee.

For positions at Pay Grades 37 and below, the use of a search committee will be determined by the Hiring Manager and consistent with guidelines outlined by the respective Dean/Senior Vice President/President or his or her designee.

The Hiring Manager may consider the following factors to determine the appropriateness of using a search committee:

* Scope and duties of the position
* Duties of the position entail frequent interactions outside of the university
* Nature and frequency of interactions within the university

There may be other factors as determined by the Hiring Manager which may necessitate the use of a search committee.

Search committee size is set at the discretion of the Hiring Manager. The size of the committee should not be so large to effect or hinder the efficiency of the process or the effectiveness of the group.

Search committee members may provide representation, expertise, and/or diversity. Committee members may include:

* Persons with strong understanding of the role and its contribution to the employing unit
* Persons with close interaction with the position and/or serves as a main customer
* Persons with strong interpersonal and recruitment skills
* Persons representing a cross section of staff (Individuals from other employing units may be involved to achieve this)

Each search committee should be provided their charge, the position description, and the criteria for evaluating applicants. Each committee member is also expected to understand the recruitment and selection process and the university’s role as an Affirmative Action/Equal Employment Opportunity employer.

**Stakeholders**

Stakeholders are individuals that have a vested interest in the position for which the Hiring Manager seeks to fill. The Hiring Manager identifies the key stakeholders. Stakeholder involvement should be consistent with search guidelines outlined by the respective Dean/Senior Vice President/President or his or her designee.

Stakeholders may bring valuable perspectives and input to the interview process. The opportunity for interaction and input from key stakeholders is an efficient way for the Hiring Manager to obtain helpful feedback throughout the interviewing step.

Once the Hiring Manager has identified the stakeholders, the Hiring Manager may consider providing information about the position and the candidates. This includes the posting announcement of the position and candidate resumes. For additional information on interview formats and structure, please refer to *Step 7: Interviewing*.

**Search Firms**

Hiring Managers may determine that the services of a search firm are warranted for recruiting a higher pay grade level or hard-to-fill P&S position. The expense of a search firm is the responsibility of the hiring unit. UHR Talent Acquisition can consult on the use of search firms (formerly UHR Recruitment).

Employing units that have a need for search firm services must contact Purchasing to create a Request for Proposal (RFP) to hire a search firm. The purchasing agent will work with the employing unit to customize the RFP and position specific information and will reach out to current vendors who have the ability to provide these services. Once the bids are returned purchasing will work with the employing unit/committee to review the bids and assist in firm selection.

When using a search firm Hiring Managers must comply with the requirements of the following university policies:

* [Employment Verification and Background Check](http://www.policy.iastate.edu/policy/background)
* [Open Search](http://www.policy.iastate.edu/policy/opensearch)
* [Hiring Authority](http://www.policy.iastate.edu/policy/hiring)

# **Steps to Recruitment and Selection Process**

****Step 1: Identify and Evaluate Need****

Employing units who have a need for a new position, or to backfill an existing position, should use this as an opportunity to review the organizational structure, staffing skills and expertise, and to advance the alignment of the workforce with the college/unit’s needs and the university’s priorities.

The process of evaluating and determining the need for a position is critical in the recruitment process. Key items the Hiring Manager should consider when evaluating position needs include:

* Is there an appropriate business case (need) for the position?
* What are the new/changing expectations of the position?
* Is the position necessary given the short-term/long-term strategic goals of the college/unit?
* Is the necessary budget available to fund the position?
* What are the essential functions or primary roles and responsibilities of the position?
* What is the effect of the position on organizational structure (i.e. changing roles and responsibilities, layers of management, redundancy in roles)?
* Considering the anticipated workload, how many positions are needed to successfully perform the specific duties of the job?
* What is the level of responsibility or authority needed; does this properly align with the proposed classification?
* Is there a succession plan in place?
  + Are there “single points of failure”?
  + Are there training or skill gaps that need to be immediately addressed?
  + Can current staff fill existing gaps, or is hiring necessary to fill such gaps?

****Step 2: Utilizing a Position Description (PD)****

A position description (PD) contains job-related criteria and serves as a guideline for the expectations of a position. Position descriptions also help establish parameters and guidance around the hiring and selection process.

The PD is used in the recruiting process to provide an outline of a job’s minimum and preferred qualifications. It can also be used as a guide for developing interview questions, evaluating candidates, and formulating reference check questions. The PD will include the following:

* Summary of Duties and Responsibilities
* Job Duties
* Job Factors
* Essential Physical Functions

Additional guidelines for position descriptions can be found in the [Writing a Position Description Job Aid](http://www.hrs.iastate.edu/hrs/node/757/attachment).

****Step 3: Develop Recruitment/Sourcing Plan****

A thorough recruitment/sourcing plan will map out and identify means to attract a diverse and qualified applicant pool. The Hiring Manager is encouraged to collaborate with his/her respective HR Liaison and then, as needed, the respective UHR Talent Acquisition Consultant to determine and develop the recruitment/sourcing plan.

Factors the Hiring Manager should consider when developing a recruitment/sourcing plan:

* Posting Period
* Applicant Rating Collection Method
* Additional Advertising Resources

**Posting Period**

|  |  |  |
| --- | --- | --- |
| **P&S Positions** | Term P&S  *(Any pay grade)* | Locally/regionally for a minimum of 15 calendar days |
| Continuous P&S  *(Pay Grade 37 and below)* | Locally/regionally for a minimum of 15 calendar days |
| Continuous P&S  *(Pay Grade 38 and above)* | Nationally for a minimum of 30 calendar days |

**Posting and Labor Certification**

Sponsorship for permanent residency may require additional advertisement. For additional information, please contact the International Students and Scholars Office (ISSO) by email [isso@iastate.edu](mailto:isso@iastate.edu) or call 515-294-1112.

Hiring managers should consult with the ISSO in advance of initiating recruitment activities for a position on which a Labor Certification might be based. Print ads and other sources of recruitment efforts may be required if the search is related to a future Labor Certification need.

**Advertising and Candidate Sourcing**

Before making any hiring decisions, the Hiring Manager should ensure a variety of internal and external recruiting sources are utilized. Broad advertising is critical to attracting a diverse applicant pool, as further explained in the [Open Search](http://www.policy.iastate.edu/policy/opensearch) policy.

UHR Talent Acquisition provides recruitment/sourcing resources for the Hiring Manager which support both targeted and diverse recruiting initiatives. In partnership with the National Labor Exchange (NLX), all positions posted to the university’s employment opportunities website are automatically posted on the NLX ([US.jobs](https://us.jobs/)) website and Iowa Workforce Development ([IowaJobs](https://www1.iowajobs.org/jobs/login.seek)) website. These automatic transitions allow for broader exposure through both the national and state workforce levels. The automatic transition generally takes place 2-3 days after the position is posted on the university’s employment opportunities website.

Employing units should internally publicize openings (e.g., email to employees in the unit) and externally publish openings in sources such as journals, newspapers, and third-party websites. Externally publicized information must direct applicants to the university’s employment opportunities website and should be consistent with the approved position posting. The posting should offer a realistic portrayal of the role, work environment, and education and experience requirements.

Iowa State University values diversity and has a strong commitment to affirmative action. Advertising in newspapers, professional trade magazines, journals, national or local publications, and relevant websites should be considered to reach the broadest and most diverse pool of applicants. UHR Talent Acquisition can provide consultation by advising employing units on position related recruitment resources. Hiring units may also consult with the Office of Equal Opportunity (OEO) to ensure the external advertisement meets current Equal Opportunity requirements. Placement of advertisements is the employing unit’s responsibility.

Employment advertisements must include the following details and the Equal Opportunity/Affirmative Action statement in the advertisement:

* Job Title
* Posting Number
* Instructions for applying, such as "Apply online at [www.iastatejobs.com](file:///\\my.files.iastate.edu\hrser$\users\klclark\HR%20-%2010%20Search%20Committee\Recruitment%20Policy\www.iastatejobs.com)"

*Equal Opportunity/Affirmative Action statement:*

Iowa State University is an Equal Opportunity/Affirmative Action employer.  All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or protected Veteran status and will not be discriminated against.

****Step 4: Post Position and Implement Recruitment and Sourcing Plan****

The employing unit’s Posting Admin works with UHR Talent Acquisition to post positions using the following steps:

* UHR Talent Acquisition initiates the posting after the position description has been approved by Classification and Compensation.
* UHR Talent Acquisition sends the posting to the employing unit’s Posting Admin for review.
* The employing unit’s Posting Admin submits its approval via PeopleAdmin.
* UHR Talent Acquisition then posts the position to the university’s employment opportunities website.

After the position is posted, the Hiring Manager can now implement the Recruitment and Sourcing Plan, as described above. Factors the Hiring Manager should consider include:

* Creation of a realistic timeline of tasks working backward from the desired start date for the position; and
* Placement of external ads (as referenced in *Step 3:* ***Develop Recruitment and Sourcing Plan*).**

**Use of a Single Posting for Multiple Headcount**

Single postings may be used when multiple headcount of the same position within the same hiring unit exists barring that the conditions and qualifications are equal.

**Sourcing and Outreach**

Sourcing and outreach is important to recruit a broad and qualified applicant pool. The Hiring Manager should consider the use of additional sourcing and outreach methods such as social media and networking to connect with passive candidates. Additional efforts may include contacting and maintaining relationships with professional or alumni organizations to publicize the position and refer potential candidates.

**Managing the Recruitment and Sourcing Plan**

Successful searches require continuous monitoring to gauge the effectiveness of the original Recruitment and Sourcing Plan. The Hiring Manager may extend the posting application deadline and/or revise external sourcing methods. The intent to extend the posting application deadline must be communicated to the UHR Talent Acquisition consultant.

****Step 5: Review of Applications****

Applicants are those who apply via the university’s employment opportunities website during the initial application period (on or before the guaranteed consideration date) as described in the [Screening Applicants Job Aid](http://peopleadmin.hrs.iastate.edu/docs/PA_Screening_Applicants_JOB.pdf). Applicants complete an electronic application for each posting, in addition to, attaching the requested documents. The typical documents are:

* resume/curriculum vitae
* cover letter
* contact information for references

Disability Accommodation Requests: If an applicant requests an accommodation for the application process, contact the UHR Employee & Labor Relations—at 515-294-4800.

The Hiring Manager should begin reviewing and rating applicant materials as applications are received. All applications submitted through the guaranteed consideration date must be reviewed. Those applicants meeting the minimum qualifications must then be considered.

Veterans Preference and P&S Referral: Upon receipt of applicant requests for [Veteran’s Preference](https://s3.amazonaws.com/pa-hrsuite-production/1495/docs/50976.pdf) or P&S Referral (see [Workforce Reorganization-P&S](http://www.policy.iastate.edu/ps/workforcereorganization) policy), UHR Talent Acquisition is responsible for ensuring that the applicant’s request was submitted on or before the guaranteed consideration date. UHR Talent Acquisition notifies the Hiring Manager via email of the applicant’s request for Veteran’s Preference or P&S Referral. The notification outlines the qualified applicant requesting Veteran’s Preference or P&S Referral be included in the interview selection.

Evaluation: Before beginning the evaluation of application materials, the Hiring Manager should review and discuss the position’s minimum requirements and the preferred qualifications with the Search Committee and/or Stakeholders, as applicable. The Hiring Manager should describe the desired ‘related experience’ and/or ‘related degree field’ to the Search Committee and/or Stakeholders, as applicable. It is critical that the same evaluative criteria are applied to all application materials throughout the evaluation process. *Steps 1-6 of* the Screening Applicants Job Aid can serve as a guide.

The [Rating and Routing Applicants Job Aid](http://peopleadmin.hrs.iastate.edu/docs/PA_Rating_and_Routing_Applicants_JOB.pdf) and [Screening Applicants Job Aid](http://peopleadmin.hrs.iastate.edu/docs/PA_Screening_Applicants_JOB.pdf) outline the steps to follow when reviewing applications within PeopleAdmin. The Hiring Manager is responsible for developing a matrix for the recording of applicant ratings and associated reason codes. Establishing a matrix facilitates transparency and clarity in the evaluation process.

****Step 6: Interview Approval****

After the Hiring Manager’s review and rating of all applicants, the Hiring Manager identifies qualified candidates for interview. Interview approvals will be granted based on the written application materials provided by the applicant and based on the advertised criteria (required and preferred education and experience) listed on the posting.

All interview requests will be reviewed and approved by the appropriate Dean/Senior Vice President/President or his or her designee. Each approval serves as certification that all required qualifications were represented in a quantified and consistent rating system, including that:

* Applicants selected for interview meet all requirements for the position
* Each applicant was rated on the preferred qualifications
* Verification that qualified applicants who have requested [*Veteran’s Preference*](https://s3.amazonaws.com/pa-hrsuite-production/1495/docs/50976.pdf) were included in the interview selection
* Qualified applicants who have requested P&S Referral were included in the interview selection (see [Workforce Reorganization-P&S](http://www.policy.iastate.edu/ps/workforcereorganization) policy).

Refer to above *Step 5: Review of Applications* for additional information to ensure consistency was applied. After approval by the respective Dean/Senior Vice President/President or his or her designee, the applicants can then be contacted for interviews.

**Compliance Auditing**

UHR Talent Acquisition will randomly audit interview approvals on a quarterly basis for adherence to policy standards. UHR Talent Acquisition will advise the employing unit on audit findings on an as-needed basis.

****Step 7: Interviewing****

Interviews are a crucial step in the selection process. Carefully planned and well executed interviews are those that allow for key questions to be addressed. Interviews should be structured in the form of conversation and allow for the opportunity to further assess the degree to which the candidate meets the position qualifications while also gauging alignment with the employing unit.

As noted in *Step 6: Interview Approval*, interviews should only occur after interview approval by the Dean/Senior Vice President/President or his or her designee. Once approved, the employing unit may begin scheduling candidates for interview. The Hiring Manager ensures that consistent interview events occur, for example, interviews with the same stakeholders, an equal amount of time allotted for all interviews, and the same set of core interview questions are asked of each candidate.

Disability Accommodation Requests: If a candidate requests an accommodation for the interview, contact UHR Employee & Labor Relations—at 515-294-4800.

**Preparing for the Interview**

The Hiring Manager should review and determine the desired interview format(s), questions and conclusion for the interview process:

* Determine the location and timeframe for interviewing
* Choose an effective interview format(s)
  + Phone Screen
  + Individual/Personal Interview
  + Panel/Stakeholder Interview
  + Virtual Interviews
  + Onsite Interview
* Define the interview questions
* Identify key items to cover in the interview conclusion
  + Realistic start date for the position
  + Additional position details which should be shared with the candidates
  + Salary expectations (to prepare in advance for potential salary exceptions)
  + Reference checks (next phase of the process)
  + Background check process

**Interview Questions**

Hiring Managers should develop behavioral/situational questions based on the knowledge, skills, and abilities which are essential to the position. Behavioral based, open-ended questions allow the Hiring Manager to gain insight on the candidate’s ability to react or respond to differing situations that go beyond a simple yes or no response.

These questions will also help to seek clarification of anomalies in applicant materials and assess job motivation and organizational fit. The same set of questions should be used to interview all candidates. The Hiring Manager may ask follow-up clarifying questions based on candidate responses.

**Interview Conclusion**

At the end of the interview, the Hiring Manager should assure that any/all remaining questions are answered. The Hiring Manager should give the candidate the opportunity to share any additional information regarding their training or experience. It is advisable to inform the candidate of next steps in the process:

* Reminding the candidate that there will be reference checks
* Background check process for candidates moving forward in the process
* Offering the candidate the chance to add/update any reference contact information at this time
* Estimating the schedule for filling the position
* Explaining how/when the Hiring Manager will communicate back to the candidate with an employment decision

****Step 8: Hire Selection****

The Hiring Manager is responsible for making the hiring selection, consistent with guidelines provided by the respective Dean/Senior Vice President/President or his or her designee. The Hiring Manager should rely upon thorough documentation, culminating from *Step 7: Interviewing,* in determining that the finalist:

* Is the best qualified candidate;
* Was chosen based on the advertised requirements; and
* Demonstrates organizational fit to best carry out both the vision and mission of the university and the employing unit.

Documentation also is an important requirement to ensure compliance with university, state, and federal requirements.

Once the finalist is selected, but prior to making a formal offer, the Hiring Manager must:

* Confirm finalist interest;
* Conduct and document reference checks; and
* Confirm the completion of background check.

Prior to making a formal offer, the Hiring Manager may also:

* Confirm anticipated salary expectations;
* Share the anticipated hiring timeline; and
* Discuss any outstanding next steps or candidate questions.

**Reference Checks**

When completing the online application, candidates for P&S positions consent to allow the university to conduct reference checks. As noted in *Step 7: Interviewing,* Hiring Managers should communicate to the candidates the reference check process and the timeline in which references will be contacted.

The purpose of a reference check is to obtain information from prior employers or professional colleagues about a candidate’s work-related behavior and performance that could be critical to the Hiring Manager’s decision, regardless of the candidate’s apparent knowledge, skills, and abilities. As past performance is the best predictor of future success, references should be obtained from current and previous supervisors and professional colleagues who can speak to the candidate’s on the job performance.

Failure to check references can have serious legal, reputational, and financial consequences. If an employee engages in harmful behavior, which would have been revealed in a reference check, the university could be held legally responsible for “negligent hiring”.

Per the [Employment Verification and Background Check Policy](http://www.policy.iastate.edu/policy/background), the Hiring Manager shall conduct reference checks on, at a minimum, the finalist selected for hire – including current employees being considered. Final offers shall not be made without first completing a meaningful check of the finalist’s references and completion of the background check, described below.

The Hiring Manager may consider conducting reference checks on all finalists before the final selection is made.

A final candidate may request the Hiring Manager not contact a current or past employer. Such requests shall be honored by the employing unit. Under such circumstances, the Hiring Manager may ask the candidate to provide additional references, such as a former supervisor or a current professional colleague. The Hiring Manager may also explore alternatives first with their respective HR Liaison and then, as needed, the respective UHR Talent Acquisition Consultant.

Questions used for reference checks should be work-related, such as dates of employment and other information of which the referee would have personal knowledge. Additional guidelines the Hiring Manager should use to structure reference check questions can be found in [Guidelines for Checking References](http://www.policy.iastate.edu/sites/default/files/resources/206/20080520%20Empl%20Verification%20%26%20Bkgrnd%20Checks-Checking%20References%20for%20PL.pdf).

**Background Check**

Per the [Employment Verification and Background Check Policy](http://www.policy.iastate.edu/policy/background), UHR is responsible for completing the background check. Costs associated with the background check are the responsibility of the employing unit.

Criminal history, motor vehicle, and sex offender checks will be conducted for all positions. Credit checks may also be conducted based on the responsibilities of the position. Current P&S employees could be subject to a background check if they are transferring positions or if current position duties change and warrant a background check.

The UHR Talent Acquisition Consultant submits a background check request to the university’s vendor. The vendor then sends an email link directly to the candidate requesting information and requests consent to conduct the background check.

The average turn-around time is three to five business days after the candidate responds to the vendor’s email link. However, the length of time will vary based on factors such as:

* Candidate response time;
* The number of countries, states, or counties in which the candidate has resided;
* The availability and format of public records (such as court records); and
* The accuracy and completeness of the candidate information provided.

If the vendor report provided to the UHR Talent Acquisition Consultant discloses information adversely impacting employment eligibility, the UHR Talent Acquisition Consultant will report to the Associate Vice President of University Human Resources to discuss further evaluation and next steps.

New hires shall not begin employment until the background check has been successfully completed.

Further information about Background checks can be found in [Background Check Process & FAQ](http://www.hrs.iastate.edu/hrs/node/327).

**Special Considerations**

Veteran’s Preference: The employing unit is responsible for emailing a notification to UHR Talent Acquisition outlining reasons for the non-selection of any [Veteran’s Preference](https://s3.amazonaws.com/pa-hrsuite-production/1495/docs/50976.pdf) candidates.

P&S Referral: The employing unit is responsible for emailing a notification to the Associate Vice President for University Human Resources outlining reasons for the non-selection of any P&S referral candidates (see [Workforce Reorganization-P&S](http://www.policy.iastate.edu/ps/workforcereorganization) policy).

**Salary Offers**

It is recommended that the starting salary for a position be commiserate with the knowledge, skills, and abilities of the finalist. Furthermore, factors such as current market trends for the required skills and internal equity should be considered. The Hiring Manager may contact their respective HR Liaison and then, as needed, their UHR Classification and Compensation Consultant for recommendations in determining an appropriate starting salary.

Starting salary offers should be in line with the university’s policy, [Starting Rate of Pay – P&S](http://www.policy.iastate.edu/policy/ps/salary/starting). Exceptions to the Starting Rate of Pay – P&S policy must be submitted in writing to the Director of Classification and Compensation, or his or her designee, for review and determination of a final decision.

**Coordination Involving Internal Hires**

When a university staff member is selected for a position in another unit, a minimum notice of two-weeks is encouraged to promote an effective transition for the employee and for each unit. Based on the situation, an alternative arrangement for the transition may be negotiated by agreement among the relevant parties.

****Step 9: Letter of Intent/Notice to Unsuccessful Candidates/Closing the Search****

Once steps 1 through 8, above, are complete, a formal offer may be made. The Hiring Manager also completes tasks to notify non-selected applicants and candidates, close out the search, and retains the search record.

**Letter of Intent**

The final candidate for a position must receive a formal offer in the form of an authorized Letter of Intent with the terms and conditions as outlined in the posting. Refer to the UHR Forms page at <http://www.hrs.iastate.edu/hrs/forms> for the P&S Letter of Intent.

**Notice to Unsuccessful Candidates/Closing the Search**

Once the selected candidate has accepted the position, it is the responsibility of the Hiring Manager to contact all candidates interviewed to inform them that a hiring decision has been made.

The Hiring Manager shall ensure that all applicants/candidates are set to a final status in the PeopleAdmin System. At this point, UHR will set the posting to a filled status in PeopleAdmin. This action triggers PeopleAdmin to send an email to all unsuccessful applicants notifying them that the position has been filled.

**Retention of Job Applications and Search Files**

Hiring Managers and search committee members are required to document their searches to remain in compliance with university policy and U.S. Department of Labor regulations. The employing unit must retain these documents in accordance with the [Retention of Job Applications](http://www.policy.iastate.edu/policy/appretention) policy.

**Welcoming the New Employee: Onboarding and Orientation**

Welcoming new employees occurs in multiple areas of the university, including the employing unit and UHR. New employee onboarding begins as soon as the offer is accepted and is managed by the employing unit consistent with guidelines established by the respective Dean/Senior Vice President/President or his or her designee.

The New Employee Orientation program and Employee Benefit information sessions are managed by UHR. All new P&S employees are invited to attend the regularly scheduled sessions.

# Resource Index

Related Policies (alphabetical order)

[Affirmative Action](http://www.policy.iastate.edu/policy/aa)

[Appointment Duration-P&S](http://www.policy.iastate.edu/policy/ps/appointmentduration)

[Change in Status of Current Employee - P&S](http://www.policy.iastate.edu/policy/ps/status)

[Employment Verification and Background Check Policy](http://www.policy.iastate.edu/policy/background)

[Hiring Authority](http://www.policy.iastate.edu/policy/hiring)

[Open Search](http://www.policy.iastate.edu/policy/opensearch)

[P&S Positions At-Will and Exempt from P&S Policies](http://www.policy.iastate.edu/sites/default/files/resources/250/P%26S%20Positions%20At-Will%20and%20Exempt%20from%20P%26S%20Policies%202014-11-06.pdf)

[Retention of Job Applications](http://www.policy.iastate.edu/policy/appretention)

[Starting Rate of Pay – P&S](http://www.policy.iastate.edu/policy/ps/salary/starting)

[Workforce Reorganization - P&S](http://www.policy.iastate.edu/ps/workforcereorganization)

Related Procedures

[Veteran’s Preference](https://s3.amazonaws.com/pa-hrsuite-production/1495/docs/50976.pdf)

Key University Offices

International Students and Scholars Office

Office of Equal Opportunity

University Human Resources

Applicant Tracking System: PeopleAdmin

[Understanding Routing and Work Flows](http://peopleadmin.hrs.iastate.edu/docs/PA_Understanding_PeopleAdmin7_Routing_and_Workflows.pdf)

[Reviewing Applicant Reports](http://peopleadmin.hrs.iastate.edu/docs/PA_Reviewing_Applicant_Reports_QRG.pdf)

Interview Question Guidelines

[Guide to Non-Discriminatory Interviewing](http://www.eoc.iastate.edu/sites/default/files/uploads/New/InterviewGuidlines.pdf)

[Sample Interview Agenda](http://www.hrs.iastate.edu/ISUOnLine/P&Sinterviewquestions.pdf)

# Appendix

**Recruitment and Selection-P&S Policy Responsibilities Based on Roles**

|  |  |
| --- | --- |
| **Roles** | **Responsibilities** |
| **Applicant** | * Certify that all information furnished in the employment application, application documents, and interview is accurate and complete. * Authorize the university and/or any third party to confirm, examine, or supply any information related to the applicant. * Provide documentation to verify identity and eligibility to be employed in the United States if hired. |
| **Hiring Manager** | **Position Description Initiation:**   * Evaluate workforce needs. * Consult with OEO to determine if there is under-representation within the classification based on the Affirmative Action Plan. * Consult with UHR Classification and Compensation to analyze market conditions. * Develop the recruitment/sourcing plan. * Take appropriate action to modify or create new PD. * Review and approve the posting.   **Search Firm:**   * Consult as needed with UHR Talent Acquisition. * Follow university bid process guidelines from Purchasing. * Comply with all search related processes.   **During Posting:**   * Maintain a list of all external advertising efforts, as well as, a copy of each advertisement.   **Screening and Evaluating Applications:**   * Review employment applications for completeness. * Apply consistent evaluation criteria to all applicants. * Maintain documentation of the applicant evaluation method.   **Interviewing:**   * Interview candidates to include discussion of essential job functions and position responsibilities and follow-up on questions or needed information on application materials. * Engage candidates throughout the interview process.   **Reference Checking/Background Checks:**   * Conduct reference checks and employment verification on the selected finalist.   **Offering Employment:**   * Consult with UHR Classification and Compensation if requesting a salary exception. * Provide rationale to UHR Recruitment for non-hire of qualified Veteran’s and employees affected by Workforce Reorganization. * Ensure follow-up with non-selected candidates and applicants. * Maintain search file records for five years, including evaluation criteria, as well as, additional materials, notes, and information gathered through interviews and reference checks.   **Onboarding:**   * Establish and implement an onboarding plan for the new hire. |