

Hiring and Employment

Reviewed and Updated: July 10, 2025

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

Contents

INTRODUCTION

[Applicability](#)

[Related Policies](#)

- Equal Employment Opportunity Statement

POLICY STATEMENT

[Roles and Responsibilities](#)

- University Human Resources (UHR)

- UHR Service Delivery Team

- UHR Talent Acquisition

- Office of The Senior Vice President and Provost (SVPP)

- Office of Equal Opportunity (OEO)

[Managers and Employees](#)

- Managers and Appointing Authorities

- Employees

[External and Internal Search](#)

[P&S Transfer and Promotion](#)

- Criteria

[P&S Demotion](#)

[Faculty Appointment and Advancement](#)

[Merit Transfer, Promotion, and Demotion](#)

[Search Waiver](#)

[Restructuring](#)

RESOURCES

Introduction

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

Applicability

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

Related Policies

Non-discrimination Statement

Iowa State University does not discriminate on the basis of race, color, age, ethnicity, religion, national origin, pregnancy, sexual orientation, genetic information, sex, marital status, disability, or status as a U.S. Veteran. Inquiries regarding non-discrimination policies may be directed to Office of Equal Opportunity, 2680 Beardshear Hall, 515 Morrill Road, Ames, Iowa 50011, Tel. **515-294-7612**, email eooffice@iastate.edu." Iowa State University is dedicated to compliance with all applicable equal employment opportunity laws and regulations.

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

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

Policy Statement

Roles and Responsibilities

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

University Human Resources (UHR)

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

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

UHR Talent Acquisition

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

Office of the Senior Vice President and Provost (SVPP)

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

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

Office of Equal Opportunity (OEO)

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

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

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

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

Managers and Employees

Managers and Appointing Authorities

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

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

Employees

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

External and Internal Search

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

An external search is the competitive recruitment process used to identify the best-qualified candidates for a position both internally and externally to the university. In order to encourage a rewarding and productive work environment, and provide current employees opportunities for growth 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](#)

152

153 **Faculty Appointment and Advancement**

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

Merit Transfer, Promotion, and Demotion

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

Search Waiver

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

Search waiver justifications must meet one of the following categories:

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

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

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

Restructuring

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

For the purposes of this policy, restructuring is considered any reorganization that impacts employees beyond a single department. Refer to Iowa State University's **Workforce 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](#)