

Recruitment and Selection - Staff

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

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Introduction

The university's recruitment and selection activities are guided by a commitment to diversity, equal employment opportunity, and affirmative action. Iowa State University is an equal opportunity, affirmative action employer. We are committed to achieving excellence through a diverse workforce.

This policy applies to managers or others involved in recruitment and selection for staff positions as well as current employees and external applicants for staff positions. [top](#)

Policy Statement

Iowa State University employing units will engage in an active recruitment and selection process for staff positions to attract qualified applicants and meet the unit's employment needs. An active recruitment and selection process will also improve compliance with equal employment opportunity and affirmative action laws, regulations, and policies. Recruitment and selection activities must be based on a position's job-related education, training, experience, knowledge, skills and abilities. [top](#)

Roles and Responsibilities

The following entities are responsible for ensuring that recruitment and selection activities at the university adhere to the principles of this policy.

University Human Resources (UHR)

University Human Resources is responsible for the development and oversight of professional and scientific employment procedures and guidelines for recruitment and selection in accordance with the established affirmative action plan, equal employment opportunity (EEO) guidelines, State of Iowa Board of Regent's policies, and other relevant state and federal regulations. University Human Resources is also responsible for adhering to the Regents Merit System Rules as they pertain to Merit employees.

Office of Equal Opportunity (OEO)

OEO is responsible for fostering an inclusive environment and 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, state, and campus nondiscrimination laws. [top](#)

Hiring Manager

The hiring manager has primary responsibility within the university's and the employing unit's guidelines for defining the scope of work and selecting candidates for hire from the pool of approved, qualified candidates whose applications have been screened for interviews.

UHR Talent Acquisition

UHR Talent Acquisition provides direct recruiting support for hiring managers in delivering recruiting services using a working knowledge of all applicable policies, procedures, and best practices for staff positions. They are responsible for working with hiring managers and the UHR Service Delivery team to develop viable recruiting strategies, manage requisitions, source and attract candidates, and assist with hiring decisions.

UHR Service Delivery Team

UHR service delivery teams consist of senior HR Partners, HR Partners, and HR Coordinators who will provide valuable front line advice and support to senior leaders, supervisors, and employees. They are responsible for supporting managers in defining the position and scope of work. HR Coordinators will lead Faculty recruitment, whereas UHR Talent Acquisition will lead staff recruitment.

Search Committees

If deemed necessary, a search committee may be formed to assist with the recruitment and selection process for P&S positions. It is recommended that the use of a search committee is reserved for positions at Management Level 4 (M4) and above and be discussed with UHR Talent Acquisition before a search is initiated. [top](#)

Job Profile

The job profile contains job-related criteria and should be used to establish a position description and responsibilities document (PDR) and requisition, which both serve as the basis for establishing hiring criteria and hiring selected candidates.

Staff positions and requisitions for new and vacant positions must be reviewed and approved by UHR Talent Acquisition in collaboration with UHR service delivery teams and Classification and Compensation for appropriate university title, pay grade, and exemption status in accordance with applicable law and policy. [top](#)

Recruitment Sourcing Requirements

Recruitment sourcing is the process of taking proactive steps to search for qualified job applicants. In light of Iowa State University's strong commitment to diversity and affirmative action, employing units should create a recruiting strategy and work with UHR Talent Acquisition for external advertising in order to reach the broadest and most diverse pool of applicants possible. UHR Talent Acquisition can provide consultation by advising departments on position-related recruitment resources. Placement of advertisements is UHR Talent Acquisition's responsibility and may be supported by the employing unit. All advertisements must include the university's 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, age, religion, sex, sexual orientation, gender identity, genetic information, national origin, marital status, disability, or protected veteran status and will not be discriminated against.

Positions that require the collection of applications for a competitive search must comply with the Hiring and Employment policy including the minimum posting periods. For staff, all Regular and Regular with Term appointments require posting. Employing units are encouraged to advertise openings using external sources such as journals, newspapers, and websites. Publicized information must direct applicants to the university jobs website and shall be consistent with the approved position posting. [top](#)

UHR Talent Acquisition shall consult with the International Students and Scholars Office and UHR service delivery teams 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.

There may be circumstances that necessitate filling the position without competitive recruitment. In accordance with the Hiring and Employment policy, such requests must be approved by the appropriate senior vice president or the president and the Director of Equal Opportunity prior to submission to UHR. In cases of non-competitive promotion and transfer, managers shall work with their UHR services delivery team in accordance with the Hiring and Employment policy. [top](#)

Search Firms

Use of a search firm is at the discretion of the hiring manager and at the expense of the hiring unit. UHR Talent Acquisition is available to provide consultation on the selection and arrangement of search firms. When using a search firm, hiring managers must comply with the requirements of the following university policies:

- Hiring and Employment
- Employment References and Background Checks
- Appointment Authority
- Procurement Authority
- Starting Rate of Pay-P&S
- Veterans' Preference
- Workforce Reorganization – P&S

Use of a search firm does not negate the requirement to post the P&S position on the university jobs website. [top](#)

Applicants

An applicant must submit a current, certified application and all required materials per the application instructions for each opening to be eligible for consideration.

Screening and Evaluating Applications

The use of a consistent screening process to evaluate candidate applications is required and helps ensure an equitable and fair selection process for both applicants and the university.

Applicant materials must be evaluated against the required, special required, and preferred qualifications advertised in the job posting. All qualifications on which applicants are evaluated must be job-related and measurable. [top](#)

Interviewing

Qualified applicants who have requested veterans' preference or P&S referral (see Workforce Reorganization-P&S) must be interviewed. UHR Talent Acquisition will notify the hiring manager if veterans' preference or P&S referral applies.

All questions asked of candidates being interviewed must be job-related. Each candidate being interviewed shall be evaluated on the same set of foundational interview questions.

A pre-employment "test" may not be used as a part of the screening process unless it has been validated and approved in advance by UHR Talent Acquisition and the Office of Equal Opportunity. A test is any performance measure used as the sole basis for an employment decision or which by itself could preclude the hire of an individual.

UHR Talent Acquisition will review a random selection of postings on a quarterly basis for compliance with candidate interview selection procedures. [top](#)

Reference Checks and Background Checks

In compliance with the Employment References and Background Checks policy, UHR Talent Acquisition and/or the hiring manager is responsible for obtaining job-related reference information for (at a minimum) the finalist for positions - including for current employees being considered.

UHR Talent Acquisition is responsible for conducting background checks in accordance with the Employment References and Background Checks policy. [top](#)

Offering Employment

Candidates will be chosen for hire based on job-related criteria identified in the job requisition and posting to ensure that the best-qualified candidate is selected.

All offers of employment, oral and written, are contingent upon the university's verification of credentials and other information required by federal and state law, ISU policies/procedures, and may include the completion of a background check and/or a consumer credit check.

The salary offered to the selected candidate will be in accordance with the Starting Rate of Pay-P&S policy for Professional and Scientific staff and in accordance with the Regents Merit System Rules for Merit staff. A formal offer consists of an authorized offer letter with the terms and conditions as outlined in the posting in accordance with the Appointment Authority policy. [top](#)

Confidentiality

Candidate application materials are considered confidential. The hiring manager and any individuals involved in the interview process should disclose only the selected finalist(s) for searches that become public once those candidates have been notified.

Retention of Records

Hiring managers and search committee members (where applicable) 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 Records Retention policy. [top](#)

Resources

Links

- [Recruitment and Selection Guide - P&S](#)
- [Hiring and Employment Policy](#)
- [Appointment Authority Policy](#)
- [Employment References and Background Checks Policy](#)
- [Starting Rate of Pay Policy - P&S](#)
- [Non-Employment Dates Policy – Exempt P&S](#)
- [Veteran's Employment Preference](#)
- [Affirmative Action Policy](#)
- [Reasonable Accommodations \(Disability\) Policy](#)
- [Compensation Administration Policy](#)
- [Compensation and Salary Structure Policy – P&S](#)
- [Workforce Reorganization Policy - P&S](#)
- [UHR Classification and Compensation Office](#)
- [University Jobs Website](#)
- [Office of Equal Opportunity](#)
- [International Students and Scholars Office](#)
- [University Records Retention Schedule](#)