

1 Hiring and Employment

2 Effective: July 1, 2019

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

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30 Introduction

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

55 **Affirmative Action Statement**

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

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

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

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69 **Policy Statement**

70 **Roles and Responsibilities**

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

74 **University Human Resources (UHR)**

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

80 **HR Service Delivery Team**

81 HR service delivery teams, consisting of senior HR partners, HR partners, HR coordinators and staff
82 recruiting specialists, are responsible for providing front line advice and support to senior leaders,
83 managers, and employees. The HR service delivery team is responsible for administering
84 employment procedures and guidelines to the university community for hiring, transferring,
85 promoting, classifying, and paying employees in accordance with established university policy,

86 affirmative action plan, EEO guidelines, State of Iowa Board of Regent's policies, and other relevant
87 state and federal regulations.

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

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

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

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

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

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

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

108

109 **Managers and Employees**

110 **Managers and Appointing Authorities**

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

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

117 **Employees**

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

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125 **External and Internal Search**

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

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

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

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

139

140 **P&S Transfer and Promotion**

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

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

150 **Criteria**

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

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

156

157 **P&S Demotion**

158 Demotion is defined as a change in status to a lower salary grade level. Demotion may be voluntary,
159 involuntary, or as a result of reclassification. Standards and procedures used for involuntary
160 demotion are outlined in the university's policies concerning performance appraisal and dismissal.

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

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165 **Faculty Appointment and Advancement**

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

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169 **Merit Transfer, Promotion, and Demotion**

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

172

173 **Search Waiver**

174 A search waiver, also referred to as a waiver of open recruitment, is a formal approval to hire an
175 individual directly into a position in lieu of open recruitment.

176 The reason for the search waiver must meet criteria defined by the OEO, and the individual hired
177 must meet or exceed the qualifications for the appointment and position.

178 This policy does not apply to the following employee types and scenarios:

- 179 • Dual career program
- 180 • Newly graduated (within 30 calendar days after commencement) Iowa State predoctoral and
181 postdoctoral students for a limited term of up to three months
- 182 • Temporary, seasonal, event and student employees
- 183 • Emergency appointments
- 184 • Positions governed by Regents Merit System rules
- 185 • Administrative positions that are filled on a rotating basis
- 186 • Interim administrative appointments or assignments

187 In light of ISU's commitment to equal opportunity, a search waiver requested for situations outside of
188 those listed above shall only be used in exceptional circumstances. Exceptions to this policy must be
189 requested from a HR service delivery team and will be approved by the Director of Equal
190 Opportunity or a designee. Ordinarily, such requests will be based on documented evidence that
191 qualified candidates are unlikely to be available through an open recruitment, or that an extended
192 recruitment period would risk negating an opportunity to hire a member of an under represented
193 group. [top](#)

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195 **Restructuring**

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

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

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206 **Resources**

207 **Links**

- 208 • [Hiring and Employment Guidelines \[PDF\]](#)
- 209 • [Affirmative Action Policy](#)
- 210 • [P&S Recruitment and Selection Policy](#)
- 211 • [Employment Verification and Background Checks Policy](#)
- 212 • [Appointment Authority Policy](#)
- 213 • [Reasonable Accommodations \(Disability\) Policy](#)
- 214 • [Reemployment – Return from Disability Policy](#)
- 215 • [Additional Compensation Policy](#)
- 216 • [Compensation Administration Policy](#)
- 217 • [P&S Compensation and Salary Structure Policy](#)
- 218 • [Non-Employment Dates Policy – Exempt P&S](#)
- 219 • [Non-Exempt Time Reporting Policy](#)
- 220 • [Employee Records Policy](#)
- 221 • [Resignations, Separations, and Terminations Policy](#)
- 222 • [Workforce Reorganization Policy](#)
- 223 • [Faculty Handbook](#)
- 224 • [Regent Merit System Rules](#)

225 **Files**

- 226 • [Hiring and Employment \[Policy in PDF\]](#)