

Hiring and Employment

Effective: July 1, 2019

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

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Introduction

The university endeavors to cultivate a rewarding and productive work environment through the selection and retention of a highly qualified, talented, and diverse workforce. The university encourages, and supports, staff and faculty through the provision of opportunities to experience growth and advancement.

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

Equal Employment Opportunity Statement

Iowa State University (ISU) is committed to achieving excellence through a diverse workforce and is committed to equal opportunity in all aspects of employment for all qualified persons and prohibits discrimination on the basis of race, color, religion, creed, sex, sexual orientation, national origin, ancestry, age, pregnancy, gender identity, veteran status, military service, disability unrelated to job requirements,

43 genetic information, or other protected status. Iowa State University is dedicated to compliance with all
44 applicable equal employment opportunity laws and regulations.

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

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

53 **Affirmative Action Statement**

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

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

64 Additional information can be found in Iowa State University's **Affirmative Action Policy** (see Resources
65 below).

66

67 **Policy Statement**

68 **Roles and Responsibilities**

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

72 **University Human Resources (UHR)**

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

78 **HR Service Delivery Team**

79 HR service delivery teams, consisting of senior HR partners, HR partners, HR coordinators and staff
80 recruiting specialists, are responsible for providing front line advice and support to senior leaders,
81 managers, and employees. The HR service delivery team is responsible for administering employment
82 procedures and guidelines to the university community for hiring, transferring, promoting, classifying, and
83 paying employees in accordance with established university policy, affirmative action plan, EEO
84 guidelines, State of Iowa Board of Regent's policies, and other relevant state and federal regulations.

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

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

87 procedures and guidelines for hiring, transferring, promoting, classifying, and paying employees in
88 accordance with the established affirmative action plan, EEO guidelines, State of Iowa Board of Regent's
89 policies, and other relevant state and federal regulations.

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

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

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

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

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

104

105 **Managers and Employees**

106 **Managers and Appointing Authorities**

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

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

113 **Employees**

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

120

121 **External and Internal Search**

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

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

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

131 an internal search may also be considered. An internal search is the competitive recruitment process
132 used to identify the best-qualified internal university only candidates for a position.

133 External and Internal searches for positions must be open for a minimum of seven (7) days.

134

135 **P&S Transfer and Promotion**

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

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

145 **Criteria**

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

149 The Hiring and Employment Guidelines contain additional criteria and guidance for professional and
150 scientific employees regarding eligibility for transfer and promotion.

151

152 **P&S Demotion**

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

156 If an employee changes positions (appointed through promotion, transfer, or demotion) outside the
157 original departmental unit, the employee will be considered a new employee with respect to the
158 university's policies concerning performance appraisal and dismissal.

159

160 **Faculty Appointment and Advancement**

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

163

164 **Merit Transfer, Promotion, and Demotion**

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

167

168 **Search Waiver**

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

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

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

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

182 In light of ISU's commitment to equal opportunity, a search waiver requested for situations outside of
183 those listed above shall only be used in exceptional circumstances. Exceptions to this policy must be
184 requested from a HR service delivery team and will be approved by the AVP of Equal Opportunity or a
185 designee. Ordinarily, such requests will be based on documented evidence that qualified candidates are
186 unlikely to be available through an open recruitment, or that an extended recruitment period would risk
187 negating an opportunity to hire a member of an under represented group.

188

189 Restructuring

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

195 For the purposes of this policy, restructuring is considered any reorganization that impacts employees
196 beyond a single department. Refer to Iowa State University's **Workforce Reorganization Policy** (see
197 Resources below) for more information.

198 Resources

199 Links

- 200 • [Affirmative Action Policy](#)
- 201 • [Recruitment and Selection Policy - P&S](#)
- 202 • [Employment Verification and Background Checks Policy](#)
- 203 • [Workforce Reorganization Policy](#)
- 204 • [Faculty Handbook](#)
- 205 • [Regent Merit System Rules](#)

206 Files

- 207 • [Hiring and Employment Guidelines - DRAFT \[PDF\]](#)
- 208 • [Hiring and Employment \[Policy in PDF\]](#)

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