

# Recruitment and Selection - P&S

Effective: August 12, 2015

Reviewed and Updated: July 1, 2019

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

## Contents

[Introduction](#)

[Policy Statement](#)

[Roles and Responsibilities](#)

[Job Profile](#)

[Recruitment Sourcing Requirements](#)

[Search Firms](#)

[Applicants](#)

[Screening and Evaluating Applications](#)

[Interviewing](#)

[Reference Checks and Background Checks](#)

[Offering Employment](#)

[Confidentiality](#)

[Retention of Job Applications and Search Files](#)

[Resources](#)

## 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 Professional and Scientific (P&S) positions as well as current employees and external applicants for positions within the P&S classification system.

## Policy Statement

Iowa State University employing units will engage in an active recruitment and selection process for P&S 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.

## 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.

### 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.

45 **Manager**

46 The manager has primary responsibility within the university's and the employing unit's guidelines for  
47 developing position descriptions and selecting candidates for hire from the pool of approved, qualified  
48 candidates whose applications have been screened in for interviews.

49 **Staff Recruiting Specialist (HR Service Delivery Team)**

50 The Staff Recruiting Specialist provides direct recruiting support for managers in delivering recruiting  
51 services using a working knowledge of all applicable policies, procedures, and best practices for staff  
52 positions. They are responsible for working with managers and HR Partners to develop viable recruiting  
53 strategies, manage requisitions, source and attract candidates, assist with hiring decision.

54 **Search Committees**

55 The manager may, when necessary, form a search committee to assist with the recruitment and selection  
56 process for P&S positions. Search committees are recommended only for positions at pay grade 38 and  
57 above. For positions at a pay grade 37 and below, the use of a search committee, though not  
58 recommended, will be determined by the manager.

59 **Job Profile**

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

63 P&S position descriptions and requisitions for new and vacant positions must be reviewed and approved  
64 by the Staff Recruiting Specialist in collaboration with UHR Classification and Compensation for  
65 appropriate university title, pay grade, and exemption status in accordance with applicable law and  
66 policy.

67 **Recruitment Sourcing Requirements**

68 Recruitment sourcing is the process of taking proactive steps to search for qualified job applicants. In light  
69 of Iowa State University's strong commitment to diversity and affirmative action, employing units should  
70 create a recruiting strategy and work with their respective Staff Recruiting Specialist for external  
71 advertising in order to reach the broadest and most diverse pool of applicants possible. The Staff  
72 Recruiting Specialist can provide consultation by advising departments on position-related recruitment  
73 resources. Placement of advertisements is the Staff Recruiting Specialist's responsibility and may be  
74 supported by the employing unit. All advertisements must include the university's equal  
75 opportunity/affirmative action statement:

76 *Iowa State University is an equal opportunity/affirmative action employer. All qualified applicants*  
77 *will receive consideration for employment without regard to race, color, age, religion, sex, sexual*  
78 *orientation, gender identity, genetic information, national origin, marital status, disability, or*  
79 *protected veteran status and will not be discriminated against.*

80 Positions that require the collection of applications for a competitive search must comply with the Hiring  
81 and Employment policy including the minimum posting periods. For P&S, all Regular and Regular with  
82 Term appointments require posting. Employing units are encouraged to advertise openings using external  
83 sources such as journals, newspapers, and websites. Publicized information must direct applicants to the  
84 university jobs website and shall be consistent with the approved position posting.

85 The Staff Recruiting Specialist shall consult with the International Students and Scholars Office in  
86 advance of initiating recruitment activities for a position on which a labor certification might be based.  
87 Print ads and other sources of recruitment efforts may be required if the search is related to a future labor  
88 certification need.

89 There may be circumstances that necessitate filling the position without competitive recruitment. In  
90 accordance with the Hiring and Employment policy, such requests must be approved by the appropriate

91 senior vice president or the president and the Assistant Vice President for Diversity and Inclusion and  
92 Equal Opportunity prior to submission to UHR.

### 93 **Search Firms**

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

- 97 • Hiring and Employment
- 98 • Employment Verification and Background Checks
- 99 • Appointment Authority
- 100 • Procurement Authority
- 101 • Starting Rate of Pay-P&S
- 102 • Veterans' Preference
- 103 • Workforce Reorganization – P&S

104 Use of a search firm does not negate the requirement to post the P&S position on the university jobs  
105 website.

### 106 **Applicants**

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

### 109 **Screening and Evaluating Applications**

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

112 Applicant materials must be evaluated against the required, special required, and preferred qualifications  
113 advertised in the job posting. All qualifications on which applicants are evaluated must be job-related and  
114 measurable.

### 115 **Interviewing**

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

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

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

125 UHR Talent Acquisition will review a random selection of postings on a quarterly basis for compliance  
126 with candidate interview selection procedures.

### 127 **Reference Checks and Background Checks**

128 In compliance with the Employment Verification and Background Checks policy, the staff recruiting  
129 specialist or hiring manager is responsible for obtaining job-related reference information for (at a  
130 minimum) the finalist for positions - including for current employees being considered.

131 UHR Talent Acquisition is responsible for conducting background checks in accordance with the  
132 Employment Verification and Background Checks policy. \_

## 133 **Offering Employment**

134 Candidates will be chosen for hire based on job-related criteria identified in the position description (PD),  
135 requisition, and posting to ensure that the best-qualified candidate is selected.

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

139 The salary offered to the selected candidate will be in accordance with the Starting Rate of Pay-P&S  
140 policy. A formal offer consists of an authorized offer letter with the terms and conditions as outlined in the  
141 posting in accordance with the Appointment Authority policy.

## 142 **Confidentiality**

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

## 146 **Retention of Job Applications and Search Files**

147 Hiring managers and search committee members (where applicable) are required to document their  
148 searches to remain in compliance with university policy and U.S. Department of Labor regulations. The  
149 employing unit must retain these documents in accordance with the retention of job applications policy.

## 150 **Resources**

### 151 **Links**

- 152 • [Recruitment and Selection Guide - P&S](#)
- 153 • [Affirmative Action Policy](#)
- 154 • [Employment Verification and Background Checks Policy](#)
- 155 • [Hiring and Employment Policy](#)
- 156 • [Appointment Authority Policy](#)
- 157 • [Procurement Authority Policy](#)
- 158 • [Starting Rate of Pay Policy - P&S](#)
- 159 • [Veteran's Employment Preference](#)
- 160 • [Workforce Reorganization Policy - P&S](#)
- 161 • [Retention of Job Applications Policy](#)
- 162 • [University Jobs Website](#)
- 163 • [University Human Resources \(UHR\)](#)
- 164 • [UHR Classification and Compensation Office](#)
- 165 • [UHR Recruitment & Selection \(Talent Acquisition\)](#)
- 166 • [Office of Equal Opportunity](#)
- 167 • [International Students and Scholars Office](#)

168