

Recruitment and Selection - P&S

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

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. [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.

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

42 OEO is responsible for fostering an inclusive environment and setting policies and practices that
43 create equal opportunity in employment and set standards for non-discriminatory practices. OEO
44 strives to ensure that all university community members uphold federal, state, and campus
45 nondiscrimination laws. [top](#)

46 **Manager**

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

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

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

55 **Search Committees**

56 If deemed necessary, a search committee may be formed to assist with the recruitment and
57 selection process for P&S positions. It is recommended that the use of a search committee be
58 discussed with a Staff Recruiting Specialist before a search is initiated. [top](#)

59 **Job Profile**

60 The job profile contains job-related criteria, which should be used to establish a position description
61 (PD) 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
64 approved by the Staff Recruiting Specialist in collaboration with UHR Classification and
65 Compensation for appropriate university title, pay grade, and exemption status in accordance with
66 applicable law and policy. [top](#)

67 **Recruitment Sourcing Requirements**

68 Recruitment sourcing is the process of taking proactive steps to search for qualified job applicants.
69 In light of Iowa State University's strong commitment to diversity and affirmative action, employing
70 units should create a recruiting strategy and work with their respective Staff Recruiting Specialist for
71 external advertising in order to reach the broadest and most diverse pool of applicants possible. The
72 Staff Recruiting Specialist can provide consultation by advising departments on position-related
73 recruitment resources. Placement of advertisements is the Staff Recruiting Specialist's responsibility
74 and may be 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*
77 *applicants will receive consideration for employment without regard to race, color, age,*
78 *religion, sex, sexual orientation, gender identity, genetic information, national origin, marital*
79 *status, disability, or 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
81 Hiring and Employment policy including the minimum posting periods. For P&S, all Regular and
82 Regular with Term appointments require posting. Employing units are encouraged to advertise
83 openings using external sources such as journals, newspapers, and websites. Publicized information

84 must direct applicants to the university jobs website and shall be consistent with the approved
85 position posting. [top](#)

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

90 There may be circumstances that necessitate filling the position without competitive recruitment. In
91 accordance with the Hiring and Employment policy, such requests must be approved by the
92 appropriate senior vice president or the president and the Director of Equal Opportunity prior to
93 submission to UHR. [top](#)

94 **Search Firms**

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

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

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

108 **Applicants**

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

111 **Screening and Evaluating Applications**

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

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

117 **Interviewing**

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

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

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

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

129 **Reference Checks and Background Checks**

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

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

135 **Offering Employment**

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

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

141 The salary offered to the selected candidate will be in accordance with the Starting Rate of Pay-P&S
142 policy. A formal offer consists of an authorized offer letter with the terms and conditions as outlined
143 in the posting in accordance with the Appointment Authority policy. [top](#)

144 **Confidentiality**

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

148 **Retention of Job Applications and Search Files**

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

153 **Resources**

154 **Links**

- 155 • [Recruitment and Selection Guide - P&S](#)
- 156 • [UHR Recruitment & Selection \(Talent Acquisition\)](#)
- 157 • [Hiring and Employment Policy](#)
- 158 • [Appointment Authority Policy](#)
- 159 • [Employment Verification and Background Checks Policy](#)
- 160 • [Starting Rate of Pay Policy - P&S](#)

- 161 • [Non-Employment Dates Policy – Exempt P&S](#)
- 162 • [Veteran's Employment Preference](#)
- 163 • [Affirmative Action Policy](#)
- 164 • [Reasonable Accommodations \(Disability\) Policy](#)
- 165 • [Compensation Administration Policy](#)
- 166 • [Compensation and Salary Structure Policy – P&S](#)
- 167 • [Workforce Reorganization Policy - P&S](#)
- 168 • [UHR Classification and Compensation Office](#)
- 169 • [University Jobs Website](#)
- 170 • [Office of Equal Opportunity](#)
- 171 • [International Students and Scholars Office](#)
- 172 **Files**
- 173 • [Recruitment and Selection \[Policy in PDF\]](#)