Iowa State University – University Human Resources
Recruitment and Selection Guide – Merit

The following guidelines were specifically designed to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process for Merit positions. Details for each step include the best practices to attract a talented and diverse applicant pool.
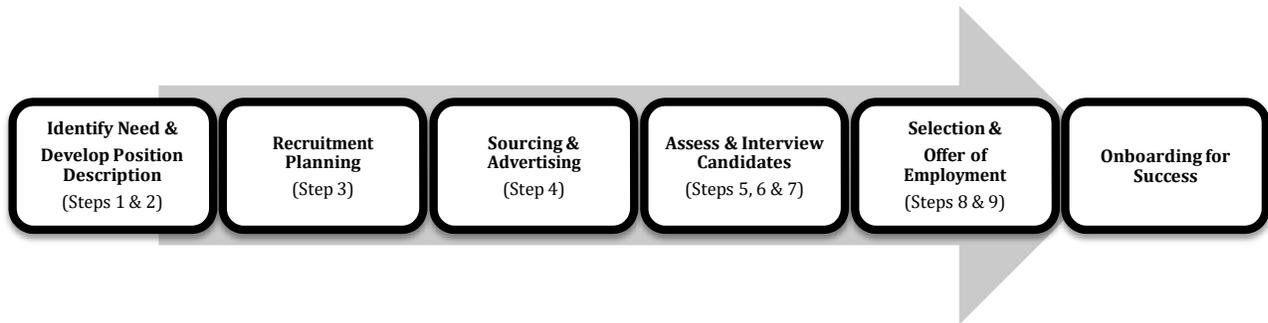
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Talent Management Framework

Talent management is an integrated and coordinated approach that begins with development of an accurate job description and includes fair, legal and consistent practices for sourcing, attracting, selecting, hiring, and onboarding employees for success in their work and careers.

The image below represents our integrated talent management framework and identifies each step of the recruiting and hiring process:

| Identify Need & Develop Position Description (Steps 1 & 2) | Recruitment Planning (Step 3) | Sourcing & Advertising (Step 4) | Assess & Interview Candidates (Steps 5, 6 & 7) | Selection & Offer of Employment (Steps 8 & 9) | Onboarding for Success |

The talent management framework and associated procedures are designed to support a positive experience for the candidate, and provide structure for a consistent, fair, and legal process for the hiring manager and the institution. The procedures described within:

- Serve as a framework for treating candidates fairly and equitably,
- Outline adequate record keeping in the event a hiring decision must be justified,
- Assure that applicants with specific rights (e.g., veterans, disabled) are afforded the appropriate avenues,
- Establish that information used for decision making is based on the job-related criteria, and
- Aid hiring managers to avoid negligent hiring on behalf of Iowa State University.

The parties involved in the hiring process are responsible for following the procedures and ensuring the university is in compliance with its own policies, as well as state and federal laws.

Getting Started

The roles included here are intended to describe typical recruitment and selection roles within employing units.

Individuals engaged in recruitment and selection activities should consult with their respective Human Resource Liaison for employing unit level guidance. The list of HR Liaisons is maintained on the University Human Resources web site at www.hr.iastate.edu under UHR Contacts.

Employing Unit Guidelines

Employing units may determine that additional guidelines for the recruitment and selection of Merit staff are warranted to achieve college/unit goals and priorities. Guidelines established by an employing

unit should be in writing and communicated to the respective hiring managers to promote a fair and effective recruitment and selection process.

Disability Accommodation Requests

If an applicant requests an accommodation for the application or interview process, the hiring manager should contact UHR Employee & Labor Relations at 515-294-4800 or hrshelp@iastate.edu to discuss the request. Additional time may need to be added to the recruitment and sourcing plan in order to meet the university's commitment to providing reasonable accommodations during the application and recruitment process.

PeopleAdmin Roles

For roles specific to PeopleAdmin, the ISU Classification and Hiring system, please refer to the system related resources listed in the Resource Index.

University Human Resources (UHR) Consultants

Employing units also have assigned UHR consultants from the UHR Talent Acquisition (Recruitment) and Classification and Compensation teams. The UHR Talent Acquisition (Recruitment) team is referenced throughout the guide as Talent Acquisition. For a complete list of your unit's UHR Contacts, visit the [Contact UHR webpage](#).

Roles & Responsibilities

Employing units should become familiar with the following key recruitment and selection roles: hiring authority, hiring manager, stakeholders.

Hiring Authority

Per the Hiring Authority policy, "In order to assure compliance with law and Regents policy, and to manage risks associated with employment agreements, employment actions should be signed by persons with appropriate expertise, or who can assure appropriate review of the appointment.

The Board of Regents, State of Iowa, has delegated authority for hiring to specific university officials. This policy is intended to:

- Assure that hiring of employees occurs through an authorized official;
- Delegate authority to appropriate persons to ensure efficiency of operations.

While this policy specifies the delegation of authority for hiring, in addition, the "appointing authority" must adhere to all applicable university policies and procedures regarding employment…In the case of joint appointments (i.e., an appointment split between two or more units), there will be multiple appointing authorities; however, one is designated as the primary employing unit."

Hiring Manager

The hiring manager has primary responsibility within the employing unit's guidelines for developing and maintaining position descriptions, screening and evaluating applicants, identifying candidates for

interview, interviewing candidates, conducting reference checks, and selecting the candidate for hire. Generally, the hiring manager is the primary supervisor of the position. The hiring manager has the discretion to involve others in the recruitment and selection process per the guidelines defined by the respective Dean, Vice President, Senior Vice President, President or his or her designee.

NOTE: Hiring manager is used throughout this guide. Hiring manager is also a role within the PeopleAdmin System and has specific responsibilities that are system related. These two roles may be carried out by different people based on employing unit direction. PeopleAdmin resources are in the [Resource Index](#).

Stakeholders

Stakeholders are individuals that have a vested interest in the position for which the hiring manager seeks to fill. The hiring manager identifies the key stakeholders.

Stakeholders may bring valuable perspectives and input to the interview process. The opportunity for interaction and input from key stakeholders is an efficient way for the hiring manager to obtain helpful feedback throughout the interviewing step.

Once the hiring manager has identified the stakeholders, the hiring manager may consider providing information about the position and the candidates. This includes the posting announcement of the position and candidate resumes. For additional information on interview formats and structure, please refer to *Step 7: Interviewing*.

Steps to Recruitment and Selection Process

Step 1: Identify and Evaluate Need

Employing units who have a need to fill a new position or backfill an existing position, are encouraged to use the opportunity to review the organizational structure, staffing skills and expertise, and to advance the alignment of the workforce with the college/unit's needs and the university's priorities.

The process of evaluating and determining the need for a position is critical in the recruitment process. Key items the hiring manager should consider when evaluating position needs include:

- Is there an appropriate business case (need) for the position?
- What are the new/changing performance expectations of the position?
- Is the position necessary given the short-term/long-term strategic goals of the college/unit?
- Is the necessary budget available to fund the position?
- What are the essential functions or primary roles and responsibilities of the position?
- What is the effect of the position on organizational structure (i.e. changing roles and responsibilities, layers of management, redundancy in roles)?
- Considering the anticipated workload, how many positions are needed to successfully perform the specific duties of the job?

- What is the level of responsibility or authority needed; does this properly align with the proposed classification?
- Is there a staffing plan in place?
    - Are there "single points of failure"?
    - Are there training or skill gaps that need to be immediately addressed?
    - Can current staff fill existing gaps, or is hiring necessary to fill such gaps?

Special Considerations

During the recruitment process there may be special circumstances affecting the review and consideration of applications. These are a result of conditions set forth in the Board of Regents Merit System Rules. Please reach out to your respective Human Resource Liaison or UHR Talent Acquisition (Recruitment) Consultant for further clarification and assistance if these circumstances occur during the recruitment of a new position or backfill.

Step 2: Utilizing a Position Description (PD)

A position description (PD) contains job-related criteria and serves as a guideline for the performance expectations of a position. Position descriptions also help establish parameters and guidance around the hiring and selection process. The PD is used in the recruiting process to provide an outline of a job's minimum and preferred qualifications. It can also be used as a guide for developing interview questions, evaluating candidates, and formulating reference check questions. The PD will include the following:

- Summary of Duties and Responsibilities
- Job Duties
- Job Factors
- Essential Physical Functions
- Preferred Qualifications

Required qualifications are standard and cannot be changed for Merit positions. Additional "Special Qualifications" may be requested within the guidelines of the Board of Regent Merit System Rules. Upon approval of a Special Qualification by UHR, it becomes part of the minimum requirements of the position. Preferred Qualifications are those that are desired in order for a candidate to be successful in the position. They are used to further assess applicants who have met the minimum requirements of the position.

Use of a Single Posting for Multiple Headcount

Single postings may be used when multiple headcount of the same position within the same hiring unit has equal conditions and qualifications. Please reach out to your respective UHR Talent Acquisition (Recruitment) Consultant to determine if a single posting would benefit your needs.

Additional guidelines for position descriptions can be found in the Writing a Position Description Job Aid.

Step 3: Develop Recruitment/Sourcing Plan

A thorough recruitment/sourcing plan will map out and identify means to attract a diverse and qualified applicant pool. The hiring manager is encouraged to collaborate with his/her respective HR Liaison and then, as needed, the respective UHR Talent Acquisition (Recruitment) Consultant to determine and develop the recruitment/sourcing plan.

Factors the hiring manager should consider when developing a recruitment/sourcing plan:

- Posting Period (10 days)
- Identifying preferred qualifications of greatest importance
- Additional Advertising Resources
- Existence of eligible individuals on a reemployment list for the classification as indicated by UHR Talent Acquisition.
    - If applicable, the hiring manager will not need a recruitment/sourcing plan per Board of Regents' Merit System Rules regarding the precedence of the reemployment list.

Posting Period

Merit Positions	Merit	Locally/regionally for a minimum of 10 calendar days. (Per Board of Regent Merit System Rules)

Identifying preferred qualifications of greatest importance
Prior to advertising, the hiring manager should identify which of the preferred qualifications are of greatest importance to success in the position. This information should be used to identify the recruitment sources to target candidates with those qualifications. For example, if higher education experience is important, sources which target that population should be utilized. Identifying the most desired of the qualifications is also important to establishing an applicant matrix which puts greater significance on those qualifications by assigning them a larger representation of the total point value. For example, a qualification of greater importance may be worth five points while a lesser important one may be worth one point. Refer to Step 5: Review of Applications for more information on use of an applicant matrix.

Advertising and Candidate Sourcing
Before making any hiring decisions, the hiring manager should ensure a variety of internal and external recruiting sources are utilized. Broad advertising is critical to attracting a diverse applicant pool.

UHR Talent Acquisition (Recruitment) provides recruitment/sourcing resources for the hiring manager which support both targeted and diverse recruiting initiatives. UHR has negotiated rates with various external advertising resources. To view these, visit the UHR Talent Acquisition website.

In addition, UHR Talent Acquisition (Recruitment) partners with outside vendors to ensure all positions posted to the university's employment opportunities website are automatically posted to fulfill federal and state requirements. In partnership with the National Labor Exchange (NLX), all positions posted to the university's employment opportunities website are automatically posted on the NLX (US.jobs)

website and Iowa Workforce Development ([IowaJobs](#)) website. These websites automatically pull ISU job postings and allow for broader exposure through both the national and state workforce levels. It generally takes two-three days after the position is posted on the university's employment opportunities website to appear on these outside websites.

Employing units should internally publicize openings (e.g., email to employees in the unit) and externally publish openings in sources such as journals, newspapers, and third-party websites. Externally publicized information must direct applicants to the university's employment opportunities website and should be consistent with the approved position posting. The posting should offer a realistic portrayal of the role, work environment, and education and experience requirements.

Iowa State University values diversity and has a strong commitment to affirmative action. Advertising in newspapers, professional trade magazines, journals, national or local publications, and relevant websites should be considered to reach the broadest and most diverse pool of applicants. UHR Talent Acquisition (Recruitment) can provide consultation by advising employing units on position related recruitment resources. Hiring units may also consult with the Office of Equal Opportunity (OEO) to ensure the external advertisement meets current Equal Opportunity requirements. Placement of advertisements is the employing unit's responsibility.

Employment advertisements must include the following:

- Job Title
- Posting Number
- Instructions for applying, such as "Apply online at www.iastatejobs.com"
- Location of position (e.g. Ames, IA)
- Equal Opportunity/Affirmative Action Shortened Tagline

Equal Opportunity/Affirmative Action Shortened Tagline:

"Iowa State University is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or protected Veteran status and will not be discriminated against."

Step 4: Post Position and Implement Recruitment and Sourcing Plan

UHR Talent Acquisition (Recruitment) initiates the posting after the position description has been approved by Classification and Compensation. The employing unit's Posting Admin then works with UHR Talent Acquisition (Recruitment) to post positions. The Posting Admin is a user group within the PeopleAdmin system that manages the posting and applicants throughout the hiring process. The following actions are taken to post the position.

- UHR Talent Acquisition (Recruitment) sends the posting to the employing unit's Posting Admin for review.
- The employing unit's Posting Admin submits its approval via PeopleAdmin.

- UHR Talent Acquisition (Recruitment) then posts the position to the university's employment opportunities website.

For additional information regarding PeopleAdmin system roles and responsibilities, please refer to the Applicant Tracking System: PeopleAdmin section within the Resource Index.

After the position is posted, the hiring manager can now implement the Recruitment and Sourcing Plan, as described above. Factors the hiring manager should consider include:

- Creation of a realistic timeline of tasks working backward from the desired start date for the position; and
- Placement of external ads (as referenced in *Step 3: Develop Recruitment and Sourcing Plan*).

Sourcing and Outreach
Sourcing and outreach is important to recruit a broad and qualified applicant pool. The hiring manager should consider the use of additional sourcing and outreach methods such as sharing announcements on social media and networking to connect with passive candidates. Additional efforts may include contacting and maintaining relationships with professional or alumni organizations to publicize the position and refer potential candidates.

Managing the Recruitment and Sourcing Plan
Successful searches require continuous monitoring to gauge the effectiveness of the original Recruitment and Sourcing Plan. The hiring manager may extend the posting application deadline and/or revise external sourcing methods. The intent to extend the posting application deadline must be communicated to the UHR Talent Acquisition (Recruitment) consultant.

Step 5: Review of Applications

Applicants are those who apply via the university's employment opportunities website during the initial application period (on or before the guaranteed consideration date) as described in the Screening Applicants Job Aid. Applicants complete an electronic application for each posting.

The hiring manager should begin reviewing and rating applicant materials as applications are received. All applications submitted through the guaranteed consideration date must be reviewed. Those applicants meeting the minimum qualifications must then be considered.

Review of Applications and Supporting Documentation
The Rating and Routing Applicants Job Aid and Screening Applicants Job Aid outline the steps to follow when reviewing applications within PeopleAdmin. The hiring manager is responsible for developing a matrix for the recording of applicant ratings and associated reason codes. Establishing a matrix facilitates transparency and clarity in the evaluation process. Hiring managers should refer to the Optional Matrix Template and Sample Completed Matrix.

The hiring manager's review of applications is recorded in the matrix and the ratings entered into

PeopleAdmin. This documents the hiring manager's decisions and demonstrates that the interview pool is selected based on job-related criteria. Completion of the matrix demonstrates that all applications were reviewed. Creating and maintaining proper documentation of employment decisions is a critical component to ensuring ISU practices and policies are compliant with university, state, and federal requirements.

Evaluation

Before beginning the evaluation of application materials, the hiring manager should review and discuss the position's minimum requirements and the preferred qualifications with the Stakeholders, as applicable. The hiring manager should describe the desired 'related experience' and/or 'related education' to the stakeholders, as applicable. It is critical that the same evaluative criteria are applied to all application materials throughout the evaluation process. Steps 1-6 of the Screening Applicants Job Aid can serve as a guide.

Step 6: Interview Approval

After the hiring manager's review and rating of all applicants, the hiring manager identifies qualified candidates for interview. Interview approvals will be granted based on the written application materials provided by the applicant and based on the advertised criteria listed on the posting. All forms of interviews, including phone interviews, can only proceed after interview approval.

All interview requests will be reviewed and approved by the appropriate Dean, Vice President, Senior Vice President, President or his or her designee. Each approval serves as certification that all required qualifications were represented in a quantified and consistent rating system, including that:

- Applicants selected for interview meet all requirements for the position
- Each applicant was rated on the preferred qualifications
- Verification that qualified applicants who have requested Veterans' Preference were included in the interview selection

Veterans' Preference

Upon receipt of applicant requests for Veterans' Preference, UHR Talent Acquisition (Recruitment) is responsible for ensuring that the applicant's request and application materials were submitted on or before the guaranteed consideration date.

UHR Talent Acquisition (Recruitment) evaluates the applicant's qualifications against the position requirements. If the requirements are met, UHR Talent Acquisition (Recruitment) notifies the hiring manager and the respective Posting Admin and HR Liaison via email of the applicant's request for Veterans' Preference.

The email explains that the qualified applicant requesting Veterans' Preference must be selected for interview.

Refer to above *Step 5: Review of Applications* for additional information to ensure consistency was

applied. After approval by the respective Dean, Vice President, Senior Vice President, President or his or her designee, the applicants can then be contacted for interviews.

Continuous Improvement and Compliance Review
UHR Talent Acquisition (Recruitment) will review a random selection of positions on a quarterly basis for compliance with candidate interview selection procedures. Outcomes will also inform continuous improvement efforts related to policy and procedure application including training and job tools.

Specifically, UHR Talent Acquisition (Recruitment) will review that the interview selection was based on job-related criteria as advertised in the posting announcement for each position. UHR Talent Acquisition (Recruitment) will communicate the filled posting to be reviewed and will advise the employing unit of the review findings. The employing unit/division may need to take remedial action if warranted by the findings of the review.

Step 7: Interviewing

Interviews are a crucial step in the selection process. Carefully planned and well-executed interviews are those that allow for key questions to be addressed. Interviews should be structured in the form of conversation and allow for the opportunity to further assess the degree to which the candidate meets the position qualifications while also gauging alignment with the employing unit.

As noted in *Step 6: Interview Approval*, interviews should only occur after interview approval by the Dean, Vice President, Senior Vice President, President or his or her designee. Once approved, the employing unit may begin scheduling candidates for interview. The hiring manager ensures that consistent interview events occur, for example, interviews with the same stakeholders, an equal amount of time allotted for all interviews, and the same set of core interview questions are asked of each candidate. A [sample interview agenda](#) can assist in the interview preparation process.

Preparing for the Interview
The hiring manager should review and determine the desired interview format(s), questions and conclusion for the interview process:

- Determine the location and timeframe for interviewing
- Choose an effective interview format(s)
    - Phone Screen
    - Individual/Personal Interview
    - Panel/Stakeholder Interview
    - Virtual Interviews
    - Onsite Interview
- Define the interview questions
- Identify key items to cover in the interview conclusion
    - Realistic start date for the position
    - Additional position details which should be shared with the candidates

- Salary expectations (to prepare in advance for potential salary exceptions)
- Reference checks (next phase of the process)
- Background check process

Interviews should be conducted in a way that creates consistency across the selected group at each phase of the interview process. For example, if a decision is made to conduct phone screens, all interviews (even for internal candidates) must be conducted via phone.

Interview Questions

Hiring managers should develop behavioral/situational questions based on the knowledge, skills, and abilities which are essential to the position. Behavioral based, open-ended questions allow the hiring manager to gain insight on the candidate's ability to react or respond to differing situations that go beyond a simple yes or no response.

Interviewers can use behavioral based interview questions to target specific competencies, experiences, and characteristics. Responses to behavioral based questions tend to be descriptive and allow for further exploration and probing into details. Responses typically follow a structure that includes describing the situation, the actions taken, and the outcome or result. The chart below illustrates some examples of traditional and behavioral based interview questions.

Traditional Interview Questions	Behavioral Based Interview Questions*
Tell me about yourself.	Tell me about a time…
How would others describe you?	Describe a recent
Describe your near-term and long-range goals.	situation…
What were your most recent job responsibilities?	Give me an example of a time…

*Questions are structured to generate responses that describe situations/experiences.

UHR offers Behavioral-Based Interviewing Training. For more information and to see a list of course offerings in which you may enroll, go to [Learn@ISU](), click on the Schedule and search using key word 'behavior'.

Interview questions can help to clarify anomalies in applicant materials, assess job motivation, and organizational fit. Additional guidance on interviews includes:

- The same set of questions should be used to interview all candidates.
- The interviewer may ask follow-up clarifying questions based on candidate responses.
- Interviewers should document responses in a similar degree of detail and depth.
- The questions asked and responses should be retained as part of the search documentation.

Hiring managers should avoid questions that are not acceptable during the interview. The Office of Equal Opportunity provides a guide for non-discriminatory interviewing.

Interview Conclusion

At the end of the interview, the hiring manager must ensure that any/all remaining questions are answered. The hiring manager should give the candidate the opportunity to share any additional information regarding their training or experience. It is advisable to inform the candidate of next steps in the process by:

- Reminding the candidate that there will be reference checks;
- Explaining the background check process for candidates moving forward in the process;
- Offering the candidate a chance to add/update any reference contact information at this time;
- Providing the anticipated timeline for filling the position; and
- Explaining how/when the hiring manager will communicate back to the candidate with an employment decision.

Interview Documentation

As soon as possible, once the interviews have concluded, interviewers should review their notes and complete their documentation of the interview. Interviewers should take the same type (depth, detail, etc.) of notes for each candidate who is interviewed. Hiring manager interview notes must be retained as a part of the search file.

Step 8: Hire Selection

The hiring manager is responsible for making the hiring selection, consistent with guidelines provided by the respective Dean, Vice President, Senior Vice President, President or his or her designee and UHR Talent Acquisition. The hiring manager should rely upon interview documentation, culminating from *Step 7: Interviewing,* in determining that the finalist:

- Is the best qualified candidate;
- Was chosen based on the advertised requirements; and
- Demonstrates organizational fit to best carry out both the vision and mission of the university and the employing unit.

Once the finalist is selected, but prior to making a formal offer, the hiring manager must:

- Confirm finalist interest;
- Conduct and document reference checks; and
- Confirm the completion of background check.

Prior to making a formal offer, the hiring manager may also:

- Confirm anticipated salary expectations;
- Share the anticipated hiring timeline; and

- Discuss any outstanding next steps or candidate questions.

Reference Checks

When completing the online application, candidates for Merit positions consent to allow the university to conduct reference checks. In addition to the consent, the applicant answers a question on the employment application that may assist the hiring manager with the applicant's preferred timing of the reference check. As noted in *Step 7: Interviewing,* hiring managers should communicate to the candidates the reference check process and the timeline in which references will be contacted.

The purpose of a reference check is to obtain information from prior employers or professional colleagues about a candidate's work-related behavior and performance that could be critical to the hiring manager's decision, regardless of the candidate's apparent knowledge, skills, and abilities. As past performance is the best predictor of future success, references should be obtained from current and previous supervisors and professional colleagues who can speak to the candidate's on the job performance.

Failure to check references can have serious legal, reputational, and financial consequences. If an employee engages in harmful behavior, which would have been revealed in a reference check, the university could be held legally responsible for "negligent hiring".

Per the Employment Verification and Background Check Policy, the hiring manager shall conduct and document reference checks on, at a minimum, the finalist selected for hire – including current employees being considered. Final offers shall not be made without first completing a meaningful check of the finalist's references and completion of the background check, described below.

The hiring manager may consider conducting reference checks on all finalists before the final selection is made. The Posting Admin certifies reference checks were completed before routing the hiring proposal in the PeopleAdmin system.

A final candidate may request the hiring manager not contact a current or past employer. Such requests shall be honored by the employing unit. Under such circumstances, the Hiring Manager may ask the candidate to provide additional references, such as a former supervisor or a current professional colleague. The hiring manager may also explore alternatives first with their respective HR Liaison and then, as needed, the respective UHR Talent Acquisition (Recruitment) Consultant.

Questions used for reference checks should be work-related, such as dates of employment and other information of which the reference would have personal knowledge. Additional guidelines the hiring manager should use to structure reference check questions can be found in Guidelines for Checking References.

Reference Documentation

Reference check documentation should include candidate name, questions which are asked of each reference, and record of the responses.

Best Practices in Cyber Searches

Hiring managers, stakeholders, HR Liaisons, or anyone involved in the hiring process, should refrain from doing their own cyber searches of a potential candidate. If a cyber search is desired, contact UHR to develop appropriate parameters, such as who will perform it and when it will be conducted, in order to ensure a fair and equitable hiring process. There are pros and cons that must be weighed as well as guidance to be followed in order to avoid legal risks or violation of policies.

Background Check

Per the Employment Verification and Background Check Policy, UHR is responsible for completing the background check. Criminal history, motor vehicle, and sex offender checks will be conducted for all positions. Credit checks may also be conducted based on the responsibilities of the position. Education and Licensure/Certification Verifications may also be conducted based on the position requirements. Current Merit employees could be subject to a background check if they are changing positions or if current position duties change and warrant a background check.

UHR Talent Acquisition (Recruitment) submits a background check request to the university's vendor. The vendor then sends an email link directly to the candidate requesting information and requests consent to conduct the background check.

The average turn-around time is three to five business days after the candidate responds to the vendor's email link. However, the length of time will vary based on factors such as:

- Candidate response time;
- The number of countries, states, or counties in which the candidate has resided;
- The availability and format of public records (such as court records); and
- The accuracy and completeness of the candidate information provided.

If the vendor report provided to the UHR Talent Acquisition (Recruitment) Consultant discloses information adversely impacting employment eligibility, the UHR Talent Acquisition (Recruitment) Consultant will report to the Vice President for University Human Resources to discuss further evaluation and next steps.

New hires shall not begin employment until the background check has been successfully completed.

Further information about Background checks can be found in Background Check Process & FAQ.

Veteran's Preference – Documentation

Should an individual be afforded certain rights under Veterans' Preference and he or she is not selected, the employing unit is responsible for emailing a notification to UHR Talent Acquisition (Recruitment) outlining reasons for the non-selection of any Veterans' Preference candidates. The reasons for non-selection serve as search documentation.

Salary Offers

Starting salary offers should be in line with the 681—3.39(8A) Administration of the pay plan, 3.39(1) Entrance salaries with the Regents Merit System Rules. Exceptions to the entrance salaries may be requested to UHR Classification and Compensation as delegated by the resident director (VPHR or designee).

Coordination Involving Internal Hires

When a university staff member is selected for a position in another unit, a minimum notice of two-weeks is encouraged to promote an effective transition. Based on the situation, an alternative arrangement for the transition may be negotiated by agreement among the relevant parties.

Step 9: Finalizing the Offer and Closing the Search

Once steps 1 through 8, above, are complete, a formal offer may be made. The hiring manager also completes tasks to notify non-selected applicants and candidates, closes out the search, and retains the search record.

Confirmation of Acceptance of Offer of Employment Merit

The final candidate for a Merit position may be provided a formal offer using the Merit Confirmation of Acceptance of Offer of Employment Merit.

Notice to Unsuccessful Candidates/Closing the Search

Once the selected candidate has accepted the position, it is the responsibility of the hiring manager to contact all candidates interviewed to inform them that a hiring decision has been made.

The hiring manager shall ensure that all applicants/candidates are dispensed (set to a final status) in the PeopleAdmin system as described in the Rating and Routing Applicants Job Aid at the time that the hiring proposal for the last hire on a posting is moved to *Offer Accepted, Confirmed Hire* status. If applicants are not moved to a final status at that time, the hiring manager will need to email UHR Talent Acquisition (Recruitment) at employment@iastate.edu when they are moved. At this point, UHR will set the posting to a filled status in PeopleAdmin. This action triggers PeopleAdmin to send an email to all unsuccessful applicants notifying them that the position has been filled.

Retention of Job Applications and Search Files

Hiring managers are required to document their searches to remain in compliance with university policy and federal law. The hiring manager is responsible for assuring that documentation of the search is complete and properly maintained in accordance with the Retention of Job Applications policy.

The retention of information is further defined below for University Human Resources and for the employing unit.

University Human Resources	Employing Unit
• Candidate application and materials • Applicant request for Accommodation • Posting announcement • Applicant request for Veterans' Preference • Email from employing unit outlining non-selection for Veterans' Preference	• Interview questions and responses • Reference questions and responses • Evaluation criteria with ratings (matrix) (*Some employing units may have guidelines that require the hiring manager to maintain the search file.*)

Welcoming the New Employee: Onboarding and Orientation

Welcoming new employees occurs in multiple areas of the university, including the employing unit and University Human Resources. The details below outline how a new Merit employee is onboarded and oriented.

- A new Merit employee hired in PeopleAdmin will receive an electronic welcome letter that outlines tasks for new employees to complete.
- Merit employees will begin onboarding on their first day of work.
- University Orientation and Employee Benefit information sessions are managed by UHR.
  - All new Merit employees are invited by UHR to attend the regularly scheduled sessions. For more information about the electronic Onboarding process, please visit the Onboarding website.

Resource Index

Related Policies (alphabetical order)

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Office of Equal Opportunity

University Human Resources