Iowa State University – University Human Resources

Recruitment and Selection Guide

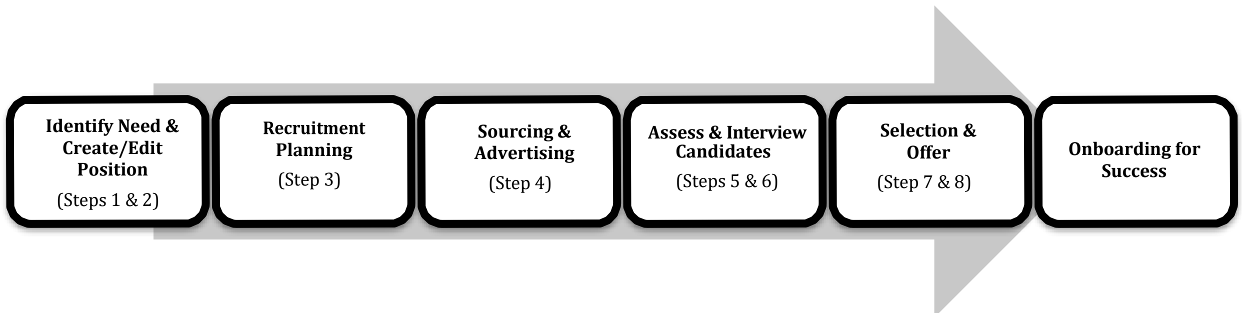
The following guidelines were specifically designed to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process. Details for each step include the best practices to attract a talented and diverse candidate pool.

Table of Contents

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 an integrated talent management framework and identifies each step of the recruiting and hiring process:



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

- Serve as a framework for candidates to feel they have been treated fairly,
- Outline adequate record keeping in the event a hiring decision must be justified,
- Assure that candidates 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 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 ensure the university is in compliance with its own policies, as well as state and federal laws.

GETTING STARTED

Various roles must be fulfilled in the implementation of recruitment and selection processes. The roles included here are intended to describe recruitment and selection roles within employing units. Individuals engaged in recruitment and selection activities should consult with their respective HR Service Delivery Team for employing unit guidance.

Disability Accommodation Requests

If a candidate requests an accommodation for the application or interview process, the manager should contact University Human Resources, Employee & Labor Relations at 515-294-4800 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

Roles & Responsibilities

Employing units should become familiar with the following recruitment and selection roles:

University Human Resources Talent Acquisition (UHR TA) Consultants

University Human Resource Talent Acquisition is responsible for the development and oversight of Professional and Scientific and Merit recruitment and selection policy and guidelines in accordance with the established Affirmative Action Plan, EEO guidelines, State of Iowa Board of Regent's policies, and other relevant state and federal regulations.

HR Service Delivery Team:

The HR Service Delivery Team consists of a team of Sr. HR Partners, HR Partners, HR Coordinators and Staff Recruiting Specialists who will provide valuable front line advice and support to senior leaders, supervisors, and employees. Throughout this guide, the HR Service Delivery Team terminology will be utilized. Please note the HR Coordinator will lead Faculty recruitment, whereas, the Staff Recruiting Specialist will lead Staff recruitment.

Sr. HR Partner

The Senior HR Partner is responsible for the adherence to Professional and Scientific and Merit recruitment and selection guidelines developed by UHR and the consistent, standard application of said guidelines across HR Service Delivery Teams. The Sr. HR Partner will work in partnership with UHR Talent Acquisition to ensure that policy, guidelines, and training is properly disseminated across HR Service Delivery Teams and the units they support.

HR Partner:

HR Partners are responsible for training, communicating, and executing HR strategies, policies and programs to supported area(s) as directed by the Senior HR Partner. They provides oversight for service delivery of direct reports, acts as a service escalation point, and business process approver as needed.

HR Coordinator:

HR Coordinators provide direct HR guidance and support to managers and employees in delivering professional level HR advice and services using a working knowledge of all applicable policies and procedures. They will field questions on HR practices and strategies and escalating complex issues to the HR Partner as needed.

Staff Recruiting Specialist:

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

Appointment Authority

Per the Appointment 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.

Manager

The manager has primary responsibility within the employing unit’s guidelines for developing and maintaining position descriptions, screening and evaluating candidates, identifying candidates for interview, interviewing candidates, conducting reference checks, and selecting the candidate for hire.

Generally, the manager is the primary supervisor of the position. The manager has the discretion to involve others in the recruitment and selection process per the guidelines defined by the HR Service Delivery Team.

Search Committee – P&S

Per the Recruitment & Selection- P&S policy, the manager may form a search committee to assist with the recruitment and selection for P&S positions. Search committees are strongly recommended for positions at Pay Grade 38 and above. However, the university does have several individual contributor roles (typically at Pay Grade 38) which may not warrant the use of a search committee. Therefore, managers may determine the appropriateness of using a search committee and consistent with guidelines outlined by the HR Service Delivery Team.

For positions at Pay Grades 37 and below, the use of a search committee will be determined by the manager and consistent with guidelines outlined by the HR Service Delivery Team. Search committees are not recommended for any Merit positions.

The manager may consider the following factors to determine the appropriateness of using a search committee:

- Scope and duties of the position
- Duties of the position entail frequent interactions outside of the university
- Nature and frequency of interactions within the university

Search committee size is set at the discretion of the manager. The size of the committee should not be so large as to hinder the efficiency of the process or the effectiveness of the group.

Search committee members may provide representation, expertise, and/or diversity. Committee members may include:

- Persons with strong understanding of the role and its contribution to the employing unit
- Persons with close interaction with the position and/or serves as a main customer
- Persons with strong interpersonal and recruitment skills
- Persons representing a cross section of staff (Individuals from other employing units may be involved to achieve this)

The manager is responsible for providing the search committee their charge, an overview of the position, and the criteria for evaluating candidates. Each committee member is also expected to understand the recruitment and selection process and the criteria for evaluating candidates. Each committee member is also expected to understand the recruitment and selection process and the university's role as an Affirmative Action/Equal Employment Opportunity employer.

Interview Teams

Interview teams are recommended in lieu of a search committee and may provide a more agile way to facilitate the interview process. The manager identifies the key interview teams. Interview teams are individuals that have a vested interest in the position for which the manager seeks to fill. Interview teams may bring valuable perspectives and input to the interview process. The opportunity for interaction and input from key interview team members is an efficient way for the manager to obtain helpful feedback throughout the interviewing step. Interview team involvement should be consistent with search guidelines outlined by the HR Service Delivery Team.

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

Search Firms

Managers may determine that the services of a search firm are warranted for recruiting a higher pay grade level or hard-to-fill positions. The expense of a search firm is the responsibility of the employing unit. The HR Service Delivery Team and/or UHR Talent Acquisition can provide consultation on things to consider when using a search firm such as time to fill, cost, and whether or not utilizing a search firm would benefit the search process. Search firms will not be used for Merit positions.

Employing units that have a need for search firm services must contact Procurement Service Department to create a Request for Proposal (RFP) to hire a search firm. The Procurement Service Department will work with the employing unit to customize the RFP and position specific information and will reach out to current vendors who have the ability to provide these services. Once the bids are returned, purchasing will work with the employing unit/committee to review the bids and assist in firm selection.

When using a search firm managers must comply with the requirements of the following university policies:

- Employment Verification and Background Check
- Hiring and Employment Policy
- Appointment Authority
- Procurement Authority

Use of a search firm does not negate the requirement to post the position on the university jobs website.

STEPS TO RECRUITMENT AND SELECTION PROCESS

Step 1: Identify and Evaluate Need

Employing units who have a need for a new position, or to backfill an existing position, should use this as an opportunity to review the organizational structure, staffing skills and expertise, and to advance the alignment of the workforce with employing unit 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 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? Should this position be advertised series in order to allow greater hiring flexibility?
- 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?

Position Management vs. Job Management

Iowa State University Utilizes both position management and job management in Workday. With Position Management, organizations are staffed by creating, defining, and filling positions. A position is described as the “chair” that a worker fills when he or she is hired. That “chair” remains, even when the worker leaves, for example, through a job change or separation. With Position Management, units can:

- Track and report on filled and unfilled positions (vacancy reporting).
- Plan and budget for vacancies and filled positions.
- Track position history.
- Simplify security role assignments by attaching a role to a position rather than to an employee.

Position Management is required for the following employee types and subtypes:

- Professional and Scientific
- Merit
- Faculty

Job Management provides employing units with greater flexibility and does not track worker history. When a worker leaves a job management organization, the worker’s “chair” disappears. Job Management is required for the following employee types:

- Temporary & Seasonal
- Emergency
- Contingent Worker
- Post Doc (Resident & Intern)
- Contract positions
- Student Worker

Step 2: Create/Edit Position

A position description (PD) in Workday contains job-related criteria defaulted by a job profile (i.e. classification), and serves as the basis for developing a requisition for posting. In Workday, the role of the PD is to 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 essential functions, in addition to 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:

- Minimum Qualifications
- Summary of the job profile
- Essential functions and responsibilities
- Essential Physical Functions
- Preferred Qualifications

Required qualifications are standard and cannot be changed for any position. Additional “Special Required Qualifications” may be requested within the guidelines of the Board of Regent Merit System Rules for Merit positions and approval from UHR Classification and Compensation on Professional and Scientific positions if minimum qualifications do not accurately reflect the minimum qualifications required of a position. Special Required Qualifications should not be taken lightly, as they become part of the minimum requirements of the position and must be defendable. Creating minimum qualifications that are not defendable can result in discriminatory hiring practices.

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 job postings may be used when multiple headcount of the same position within the same employing unit has equal conditions and qualifications. Each hire would require its own position and requisition, but the posting could advertise for multiple positions. Please contact your HR Service Delivery Team to determine if a single posting multiple headcount would be of benefit.

Step 3: Develop Recruitment/Sourcing Plan

A thorough recruitment/sourcing plan will map out and identify means to attract a diverse and qualified candidate pool. The manager is encouraged to collaborate with their HR Service Delivery Team to determine and develop the recruitment and sourcing plan.

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

- Posting Period
- Targeted talent pools
- Candidate Rating Collection Method (selection matrix)
- Additional Advertising Resource

Posting Period

Job Family Group	Minimum Posting Period
Merit	10 days
Faculty, Professional & Scientific, Post Doc (including Residents and Interns), Contract, Temporary positions	7 Days*

*Additional days may be needed to fulfil other requirements, such as labor certification

Advertising and Candidate Sourcing

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

In addition, UHR Talent Acquisition 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. All university positions automatically post to the following sites, without any action required by the department:

- National Labor Exchange (NLX)
- Iowa Workforce Development
- Central Midwest HERC

- [Google Jobs]
- [Indeed]
- [Simply Hired]

Please note, it generally takes two-three days after the position is posted on the university's employment opportunities website to appear on these external sites.

Externally publicized information must direct candidates 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 candidates. UHR Talent Acquisition 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 Posting Title
- Posting Number
- Instructions for applying, such as "Apply online at www.jobs.iastate.edu"
- 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."

Posting and Labor Certification

Sponsorship for permanent residency may require additional advertisement and required documentation. Managers and/or the HR Service Delivery Team should consult with the ISSO in advance of initiating recruitment activities for a position on which a Labor Certification might be based. Print ads and other sources of recruitment efforts may be required if the search is related to a future Labor Certification need. For additional information, please contact the International Students and Scholars Office (ISSO) by email issoscholar@iastate.edu or call 515-294-1120.

Step 4: Post Position and Implement Sourcing and Advertising

The manager will work with the HR Service Delivery Team to either create and/or edit a position description. The HR Service Delivery Team will then create the job requisition, add any additional questionnaires to help screen candidates and post the position.

After the position is posted, the HR Service Delivery Team in collaboration with the manager, can now implement the Recruitment and Sourcing Plan, as described above. Factors the 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 candidate pool. The manager and the HR Service Delivery Team 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 manager may request to extend the posting and/or revise external sourcing methods.

Utilizing the Internal Job Board

Iowa State University believes in promoting from within when possible, and is committed to employing the best candidates for approved positions and engaging in effective recruitment and selection practices in compliance with all applicable employment laws. The university provides equal employment opportunity to all candidates and employees.

Once an open position is approved for recruitment, the HR Service Delivery Team will generate job announcements electronically and post the announcements on the internal job board. Employees can access the internal job board by clicking on the Find Jobs report in Workday. External recruitment sources will vary depending on the vacancy and will be determined by the HR Service Delivery Team and the manager.

To encourage a rewarding and productive work environment and provide current employees opportunities for growth and advancement, an appointing authority may choose to open a vacant position to internal qualified employees only.

- Openings may be available to all ISU employees or limited to a specific division, or department; openings cannot be at the unit level.
- External recruiting may take place simultaneously to expedite the process as business needs require. Internal candidates may or may not be given preference depending on the circumstances.

Employees who are able to utilize the internal job board are as follows:

- Current P&S, Merit and Faculty employees
- Current Post Docs (including Residents and Interns)
- Current Contract employees

Individuals who are employees, but are in positions which are not able to see the internal job board and must apply via the external job board are as follows:

- Graduate and Undergraduate Student employees
- Affiliates
- Temporary employees
- Contingent workers

Step 5: Review of Candidate Pool and Applications

Candidates are those who apply via the university's employment opportunities website (internal and external) while the position is posted. Candidates complete an electronic application for each posting, in addition to, attaching the requested documents. The typical documents are:

- resume/curriculum vitae
- cover letter
- contact information for references

The HR Service Delivery Team should begin reviewing and rating candidate materials as applications are received. All applications submitted while the requisition is posted must be reviewed. Those candidates meeting the minimum qualifications must then be considered. Candidates not meeting the minimum qualifications will be dispensed to a final system status.

Review of Applications and Supporting Documentation

The Screening Applicants Job Aid outlines the steps to follow when reviewing applications within Workday. The manager or HR Service Delivery Team is responsible for developing a matrix for the recording of candidate ratings and associated reason codes. Establishing a matrix facilitates transparency and clarity in the evaluation process. Managers should refer to the Optional Matrix Template and Sample Completed Matrix.

The manager's or HR Service Delivery Team's review of applications is recorded in the matrix. If a hiring manager is responsible for their own search, the matrix must be submitted to the HR Coordinator (Faculty) or the Staff Recruiting Specialist for review and approval to ensure recruiting and hiring practices are fair, legal and consistent. Once the matrix has been reviewed and finalized, the HRC (Faculty) or SRS would upload the matrix into the attachments section in the job requisition details. This documents the search 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 hiring practices and policies are compliant with university, state, and federal requirements.

Evaluation

Before beginning the evaluation of application materials, the manager should review and discuss the position's minimum requirements and the preferred qualifications with the interview team, as applicable. The manager should describe the desired 'related experience' and/or 'related education' to the interview team, as applicable. It is critical that the same evaluative criteria are applied to all application materials throughout the evaluation process.

Best Practices in Cyber Searches

Managers, interview teams, HR Service Delivery Team, 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 Talent Acquisition 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. UHR Talent Acquisition and the Office of University Counsel have partnered together to create an online training in Learn@ISU titled 'Social Media, Cyber Snooping, and the Hiring Process'. This training is intended for anyone associated with the hiring process.

Step 6: Interview Selection and Interviewing

After the HR Service Delivery Team and manager's review and rating of all candidates, the manager identifies qualified candidates for virtual or onsite interview. The HR Service Delivery Team will review the selection matrix and approve all requests for interviews. Before interviews (phone or campus) may take place, an attached matrix with final applicant ratings will be required in the job requisition. 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. Once the minimum posting period has been met, the HR Service Delivery Team may begin scheduling candidates for onsite interviews. The manager and HR Service Delivery Team will ensure that consistent onsite interview events occur, for example, interviews with the same interview team members, an equal amount of time allotted for all interviews. A sample interview agenda can assist in the interview preparation process.

Preparing for the Interview

The manager and HR Service Delivery Team should review and determine

Veterans' Preference and P&S Referral

Upon receipt of candidate requests for

Veterans' Preference, UHR Talent Acquisition is responsible for ensuring that the candidate's request and application materials were UHR Talent Acquisition evaluates the candidate's qualifications against the position requirements. If the requirements are met, UHR Talent Acquisition notifies the manager and the HR Service Delivery Team via email of the

The email explains that the qualified

Candidate requesting Veterans' Preference or P&S Referral the desired interview format(s), questions and conclusion for the interview process. A [sample interview agenda]can assist in the interview preparation process. The following should be communicated to the interview team

- Determine the location and timeframe for interviewing
- Choose an effective interview format(s)
  - Phone Screen
  - Individual/Personal Interview
  - Panel/Interview Team
  - 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)

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. The HR Service Delivery Team should work with the local unit to schedule interviews on behalf of the manager.

Interview Questions

Managers and HR Service Delivery Team 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 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 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 situation…
Describe your near-term and long-range goals. What were your most recent job responsibilities?	Give me an example of atime…

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

UHR Talent Acquisition 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 candidate 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.

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 manager must ensure that any/all remaining questions are answered. The manager and/or HR Service Delivery Team 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:

- Reminding the candidate that there will be reference checks
- Offering the candidate the chance to add/update any reference contact information at this time
- Estimating the schedule for filling the position
- Explaining how/when the 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. Interview notes must be retained as a part of the search file. Managers and interview teams may utilize the Workday system to rate each candidate based on their interview performance. As a best practice, additional search documentation will be requested and maintained by the HR Service Delivery Team.

Continuous Improvement and Compliance Review

UHR Talent Acquisition 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 will review that the interview selection was based on job-related criteria as advertised in the posting announcement for each position. UHR Talent Acquisition will communicate the filled/closed 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: Hire Selection

The manager is responsible for making the hiring selection, consistent with guidelines provided by The HR Service Delivery Team. The manager should rely upon interview documentation, 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 identified, but prior to making a formal offer, the manager must communicate with the HR Service Delivery Team once confirmed finalist has been identified. Then the HR Service Delivery Team will conduct and document reference checks and complete offer.

Veterans' Preference or P&S Referral – Documentation

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

Reference Checks

When completing the online application, candidates consent to allow the university to conduct reference checks. The HR Service Delivery Team will be in contact with the finalist to confirm permission to conduct references and communicate search timeline. A final candidate may request the manager or HR Service Delivery Team not contact a current or past employer. Such requests shall be honored. Under such circumstances, the Manager or HR Service Delivery Team may ask the candidate to provide additional references, such as a former supervisor or a current professional colleague. The manager may also explore alternatives with their respective HR Service Delivery Team.

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 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 HR Service Delivery Team shall conduct and document reference checks on, at a minimum, the finalist selected for hire – including current employees being considered. Selected candidates for hire should not begin working without first completing a meaningful check of the finalist's references and completion of the background check, described below.

The manager and HR Service Delivery Team may consider conducting reference checks on all finalists before the final selection is made.

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 manager should use to structure reference check questions can be found in Guidelines for Checking References. The HR Service Delivery Team may utilize the Workday system to collect reference responses.

Documentation

Reference check documentation should include the candidate's name, reference name and relationship to the candidate, date conducted, questions asked of each reference, record of the responses and HR Service Delivery Team contact.

Background Check

Per the Employment Verification and Background Check Policy, UHR Talent Acquisition is responsible for reviewing and approving 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 Employment and Background Check Policy. Education and Licensure/Certification Verifications may also be conducted based on the position requirements. Current employees could be subject to a background/credit check if they are changing positions or if current position duties change and warrant a background check.

UHR Talent Acquisition 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 discloses information adversely impacting employment eligibility, UHR Talent Acquisition will report to the Vice President of University Human Resources or designee to discuss further evaluation and next steps.

All offers of employment, oral and written, are contingent upon the university's verification of credentials and other information required by federal and state law, ISU policies/procedures, and may include the completion of a background check and/or a consumer credit check. New hires <u>shall not</u> begin employment until the background check has been successfully completed.

Salary Offers

It is recommended that the starting salary for a position be commensurate with the knowledge, skills, and abilities of the finalist. Furthermore, factors such as current market trends for the required skills and internal equity should be considered. The manager may contact their respective HR Service Delivery Team and then, as needed, consult with UHR Classification and Compensation (staff positions) or the Senior Vice President and Provost (faculty positions) for assistance in determining an appropriate starting salary. Starting salary offers for P&S positions should be in line with the university's policy, Starting Rate of Pay – P&S. Exceptions to the Starting Rate of Pay – P&S policy will require approval from UHR Classification and Compensation.

Coordination Involving Internal Hires

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

Step 8: Finalizing the Offer and Closing the Search

Once the formal offer has been made and accepted, the HR Service Delivery Team complete tasks to notify non-selected candidates and candidates, close out the search, and retain the search record.

Offer Letter

The final candidate for a position must receive an offer letter in Workday with the terms and conditions as outlined in the posting.

Notice to Unsuccessful Candidates/Closing the Search

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

The HR Service Delivery Team shall ensure that all candidates/candidates are dispensed (set to a final status) in the Workday system. These disposition codes are critical to the accuracy of our Affirmative Action Plan. At this point, Workday will move the posting to a closed status. This action triggers Workday to send an email to all unsuccessful candidates notifying them that the position has been filled.

Retention of Job Applications and Search Files

Managers, HR Service Delivery Team, and interview team members are required to document their searches to remain in compliance with university policy and federal law. The manager is responsible for assuring that documentation of the search is complete and properly maintained in accordance with the Retention of Job Applications policy.

Per the records retention policy, search records must be retained for 5 fiscal years from the date of the hiring decision. The hiring decision is defined as when the candidate has been moved to 'Ready for Hire' in the Workday system.

Best Practices in Retention of Search Files

University Human Resources	HR Service Delivery Team*
• Candidate application and materials • Candidate request for accommodation(s) • Posting announcement • Candidate request for Veterans' Preference or P&S Referral Email from employing unit outlining non- selection for either Veterans' Preference or P&S Referral candidate	• Copies of job advertisements placed with EEO language included (also if they were to a targeted audience) • Documentation of any career fairs attended (dates/targeted audience) • Interview questions and responses • Interview notes from all individuals involved and from each interview (phone/skype/onsite) • Reference questions and responses • Evaluation criteria with ratings (matrix) As applicable, advertising required for Sponsorship

**Although it is best practice the HR Service Delivery Teams maintain the search files, some manager's may prefer to maintain their own files.*

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 employee is on boarded and oriented.

- The new employee will have the ability to receive their University ID (UID) and NetID through the applicant portal
- Once the UID and NetID have been identified, the employee will receive access to Workday
- A new employee hired in Workday will receive an electronic welcome letter that outlines tasks for new employees to complete
- The Manager has the ability to communicate with the employee, such as, important people to meet
- The employee will complete the I9 and sign up for benefits as a part of Workday Onboarding