Equal Opportunity Transition Plan for Improved Service Delivery
Equal Opportunity Commitment

As the responsible party for ensuring equity in employment practices, the Office of Equal Opportunity (OEO) in partnership with University Human Resources (UHR) and ISU Finance are committed to fairness, transparency, and equal opportunity in managing the transition for impacted staff of the Improved Service Delivery (ISD) initiative. This is a transformation for the delivery of HR and financial services at Iowa State University. One of the guiding principles of this initiative is to be as minimally disruptive as possible in the transition of current staff. Keeping with the spirit of that principle, OEO and UHR will design processes for the transition of staff that may fall outside the boundaries of existing university policies. It is important for the success of ISD to move quickly and to provide a fair and equitable process for existing staff.

As a result of a variety of initiatives at the university, many of the policies that govern hiring and employee movement today are under revision for potential implementation in the coming year.

Hiring Timelines

The future state models for HR and financial services provided in ISD creates a new supervisory structure. It is important to post and hire these new positions in a timely manner. They will play a key role in transitioning and staffing the HR and finance functions and it is important to have these key roles in place for current employees to know who their potential supervisor may be in the new model.

- Therefore, P&S positions may be posted for a minimum of 7 calendar days versus the current required posting period. Where applicable, Merit positions will be posted for a minimum of 10 calendar days as required by the Regent Merit System Rules.

Employee Interest vs Competition

Where possible ISU would like to fill the HR Partner, HR Coordinator, Staff Recruitment Specialist, and Financial Specialist roles from internally qualified employees who are interested rather than competitive searches. At this point the number of interested parties is unclear. Where positions cannot be filled through internal interest, positions will be opened via open search (internal and/or external recruitment) and may have a shorter recruitment period (as indicated above) in order to fill the future state roles in time for Workday Go Live.

- Therefore, as many future state roles as possible, will be filled by current ISU staff who are interested and qualified for the roles. The population of employees interested in the future roles will be identified through a survey of interest.

Provided that the interested employee meets the minimum qualifications for the role(s) they are interested in, ISD positions will be filled using an evaluation matrix which may consist of:

- Employee’s ranked interest in the role(s) & supported unit(s)
- Employees current functional and unit alignment
- Employee’s experience and match to the preferred qualifications and competencies for the role as defined by the job profile and evaluated by UHR and/or Finance
- Potential supervisor’s input/ Functional unit input
- Potential supported unit’s input
- Internal reference checks
- Evaluation of current position description

In the case where multiple employees have expressed interest in the same position, or selection would result in a promotion, a competitive interview process may be used to finalize selection.

If there is any disagreement between the employee’s interest and the supervisor or unit’s input, then a neutral mediator will be provided to help identify a solution.
Classification Considerations
Given the nature of this transformation, an employee may not have been performing specific job duties for 6 months or more, therefore reclassification does not apply. As a result of these transitions, employee movement may result in a promotion, demotion, or lateral transfer. In these scenarios, while classification may change, it is our intent not to impact pay. For Merit employees, this transition will follow applicable requirements as outlined by the Regent Merit System Rules.

Impacted Staff and Units
Employees who perform financial or human resources work and do not obtain a position in ISD are likely to be impacted by changes to their responsibilities. We expect supervisors and unit leaders to help identify additional responsibilities that can be provided in the units. Additionally, transition teams will be formed to help units ensure they will have the services and support they need and that remaining staff are appropriately aligned.

Overall
UHR and OEO is committed to evaluating any impacts to pay, status, to safeguard fairness, equity, and non-discrimination in any employment actions related to this transformation. We expect employees to be free to express interest in remaining with the units or leaving their current position without concern of harassment or retaliation. Should individuals feel that they were subject to either they may bring their concerns to the Office of Equal Opportunity for an impartial review.

- If an employee has concerns about the fairness, equity, or discrimination in the process they may contact OEO at 515-294-7612.
- If an employee has any questions about the personal impacts of this transition they should contact UHR at employment@iastate.edu.

ISD Transition Plan as of Nov. 16, 2018 – details may be updated as needed throughout this transition.