



FAYETTEVILLE STATE UNIVERSITY

Merit Based Recruitment and Selection Plan

1. GENERAL

This information provides guidance to be used when seeking the employment of permanent classified staff employees (full-time and part-time) to fill vacant positions, which are subject to the State Personnel Act (SPA).

The guidance provided is in accordance with the policies and procedures of the North Carolina Office of State Personnel (OSP), with regard to the recruitment and selection of permanent classified (SPA) employees. This does not apply to the employment of temporary staff employees or student workers.

Positions must be filled with candidates determined to be among the most qualified in relation to the documented selection criteria. Fayetteville State University (FSU) will have equal employment opportunity in its recruitment process.

2. PURPOSE

The purpose of this merit-based recruitment and selection plan is to fill positions subject to the State Personnel Act from among the most qualified individuals.

In the recruiting and selection process, FSU will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, disability, or political affiliation/influence and will be based solely on related criteria. The recruitment and selection process will be consistently applied, nondiscriminatory, and promote fairness, diversity and integrity. The recruitment and selection process will comply with all Federal and State laws, regulations and policies.

3. COMMITMENT FROM MANAGEMENT

The Chancellor, Associate Vice Chancellor for Human Resources and executive management accept responsibility for ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment and support of the merit-based recruitment and selection plan.

The Chancellor, Associate Vice Chancellor for Human Resources, and executive management accept responsibility for ensuring the recruitment and selection process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions found in G.S. 126. The merit-based recruitment and selection plan will also comply with established policies issued by the Office of State Personnel. Positive efforts will be made to recruit qualified individuals including minorities, women, and persons with disabilities for applicant pools. In addition, the Office of Human Resources will demonstrate efforts to consider and apply contemporary human resources practices.

4. **ETHICS STATEMENT**

The citizens of North Carolina and the State Work-Force deserve strong assurance that competencies (knowledge, skills and abilities (KSA's),) are the basis for state government hiring decisions, not political patronage. In order to assure the integrity of state government, every employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment will not be given to any private organization or individual based on political affiliation or influence.

5. **COMMUNICATION**

FSU will implement strategies to inform employees and applicants of the merit-based recruitment and selection plan.

After receiving approval from the State Personnel Commission, employees will be informed of the merit-based recruitment and selection plan and processes through campus e-mail. Additional information, such as a copy of the agency's plan will be available in the Office of Human Resources and on the University's Website at www.uncfs.edu. Employees with questions may contact the Office of Human Resources.

In addition, FSU will ensure that the merit-based recruitment and selection position statement is included on each vacancy announcements.

Departments or units also may distribute this document to any employee, applicant, or other member of the general public upon request. The recipients of this document will be responsible for disseminating this information to personnel in their location. In addition, training on the merit-based recruitment and selection plan is conducted through the Employment Unit of the Human Resources office.

6. **TRAINING**

FSU will provide merit-based recruitment and selection training to all managers/supervisors and human resources staff within sixty (60) days of the adoption of these provisions. Updates and revisions to FSU's merit-based recruitment and selection plan will be communicated through written materials and training sessions.

7. ROLE DEFINITIONS/EXPECTATIONS

- A.** Executive management staff is responsible for providing leadership in developing and implementing merit-based procedures and demonstrating commitment and support for merit-based recruitment and selection.
- B.** Managers and supervisors are responsible for evaluating the need for filling vacant positions; developing and maintaining current accurate position descriptions for subordinate jobs; understanding the concepts of the merit-based system and communicating the process to employees and applicants; making every effort to achieve and maintain a diverse work force; demonstrating commitment and support for merit-based recruitment and selection; making all hiring decisions based on merit principles; and documenting selection decisions.
- C.** Human Resources is responsible for demonstrating commitment and support for merit-based recruitment and selection in daily operations; providing technical advice and assistance to managers and supervisors; developing agency specific policies and procedures for merit-based actions; ensuring the training of managers and supervisors on a variety of issues relating to merit-based recruitment and selection; monitoring recruitment and selection activities for adherence to merit-based policies and procedures; and maintaining recruitment and selection data in order to conduct employment trend analyses.
- D.** Employees and applicants are responsible for obtaining vacancy information in order to submit the required materials; providing full and complete information as to their qualifications; and submitting materials for the vacancy by the established deadline.

Applications are submitted through the Online Employment System to the Office of Human Resources. Applications received after 5:00 pm. on the posting close date will not be accepted. To apply, an applicant must submit a State of North Carolina Application for Employment (Form PD-107) through the FSU Online Employment System (OES) for each position for which the applicant wishes to be considered.

8. PRE-RECRUITMENT/RECRUITMENT

FSU will strive to actively recruit from a variety of sources to achieve a diverse work force that successfully meets the needs and demands of the University.

The hiring manager, with assistance and guidance from the Office of Human Resources Employment Unit will:

- Assess the need for the position to ensure it contributes to meeting the goals, objectives, and mission of the work unit.
- Conduct a job analysis* including a review of the duties, responsibilities, and qualifications of the position; and
- Revise the position description if necessary.

Job analysis* is necessary only when there is a change in the duties and responsibilities that impacts qualifications required. Therefore, if a current, accurate job description already exists for a given position there is no need to conduct a new one for each individual vacancy. For example, in instances where there is a high volume of positions in a class, frequent turnover in a class, and/or little job change, there will likely not to be a need to conduct a new job analysis each time a vacancy occurs.

The hiring manager and the Office of Human Resources Employment Unit should assure that the critical tasks, the necessary competencies and training and experience requirements, including any selective criteria necessary to successfully perform the duties of the position, have been identified.

Information from the job analysis, if conducted, and position description will guide the hiring manager in drafting the vacancy announcement. The Office of Human Resources Employment Unit is available to assist hiring managers and will ensure the vacancy announcement meets the requirements of State Policy.

The hiring manager and the Office of Human Resources Employment Unit will determine the appropriate option in posting a vacancy (internal to the university, state government, or external). In addition, the Office of Human Resources Employment Unit will consult with the hiring manager in determining additional recruitment sources, if needed, to target specific audiences, including professional journals, newspapers, and technical colleges, schools and other universities.

Prior to the vacancy closing date, the hiring manager will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related competencies and be consistently applied to all applicants in the final selection pool. The Office of Human Resources Employment Unit should be consulted for assistance and will be responsible for review of selection tools and procedures. Some examples of selection tools include behavioral based interviews, samples of work, interview questions, and reference checks.

9. **SELECTION PROCESS**

A. **Definitions**

1. Selection criteria – additional essential qualifications specifically related to the duties and responsibilities of the individual position.
2. Competencies (Knowledge, Skills and Abilities)
 - Knowledge – information which makes adequate performance on the job possible;
 - Skills – a proficiency that is observable and measurable (examples include skills in typing; operating a vehicle, etc);
 - Ability – capacity to perform an activity at the present time.
3. Preference(s) – specific types of experience, degrees, licenses, competencies, or other selection factors above those minimally required to perform the duties and responsibilities of a position.

4. Essential qualifications (minimum qualifications) – minimum training and experience requirements, including competencies (KSA's), and selective criteria included on the vacancy announcement.
5. Qualified – those applicants whose credentials indicate the possession of training and experience, selective criteria, and competencies (KSA's) included in the vacancy announcement.
6. Most qualified – the group, who, to the greatest extent, possess qualifications that exceed the essential requirements described in the vacancy announcement.

B. Differentiating Qualified and Most Qualified Applicants

Determining Qualified Applicants

- All applications are to be submitted to the Office of Human Resources Employment Unit through the Online Employment System. A designated employee in Human Resources will analyze all applications to determine which applicants meet minimum qualification requirements. This group then becomes the pool of qualified applicants and is referred to the hiring manager. If the quality of the applications forwarded is deemed insufficient, the hiring manager may decide to re-advertise the position with approval from the Office of Human Resources. As a service to the hiring department, the hiring manager may elect to have the Office of Human Resources Employment Unit further review applicants to determine the "most qualified" pool of applicants from individuals that meet the essential qualification requirement as defined above.

Determining Most Qualified Applicants

- The hiring manager or designee will evaluate the applications received from the Office of Human Resources; from the information on the vacancy announcement. The hiring manager will determine those that are most qualified. The group designated as most qualified will be those that exceed essential qualifications. Applicants for interviews will be selected from the most qualified list. The hiring department will be responsible for any potential adverse effects resulting from the use of qualification standards that are unreasonably construed.
- If there are no applicants that clearly exceed the essential qualifications, the applicants meeting essential qualifications may be considered by the hiring manager or the hiring manager may recommend to the Office of Human Resources Employment Unit that the position be re-advertised.

Applications must be reviewed in relation to all applicable policies.

C. Use of individual/panel for evaluation process

1. **KEY POINTS – Use of individual hiring manager or designee for evaluation process**

- Applications will be submitted to the Office of Human Resources Employment Unit, which is responsible for screening all applications to determine whether they meet essential qualification criteria.
- Applications from candidates that meet and/or exceed the essential qualification requirements will have their status changed in the OES to "Under Review by Manager" and made available to the Hiring Manager for review.
- The hiring manager or designee will be familiar with selection guidelines and screen applications to determine those who are most qualified.
- To maintain the integrity of the hiring process, the hiring manager or designee will maintain the confidentiality of the material reviewed.

2. **KEY POINTS – Use of panel evaluation process**

- Applications will be submitted to the Office of Human Resources Employment Unit, which is responsible for screening all applications to determine whether they meet essential qualification requirements.
- Applications from candidates that meet and/or exceed the essential qualification requirements will have their status changed in the OES to "Under Review by Manager" and made available to the Hiring Manager for review.
- The hiring manager will identify panel members and forward names to the HR Employment Manager. The recommended number of panel members is at least three. More panel members may be used but to facilitate hiring decisions, panels should always contain an odd number of members.
- The Employment Manager will create a guest user password that will enable panel members to access the applications. This information will be sent via e-mail to the designated panel members.
- The panel members will be familiar with selection guidelines and will screen applications to determine those who are most qualified.
- The panel members will represent the University's diversity.
- The panel will designate a chairperson.
- To ensure the integrity of the hiring process, panel members will maintain the confidentiality of the material reviewed.
- At the end of the selection process, the chairperson, with panel input will produce a written report documenting the activities of the hiring panel.
- Human Resources will provide the appropriate oversight to the panel evaluation process.

10. **EMPLOYMENT/RE-EMPLOYMENT PRIORITIES**

The Human Resources Employment Unit will review the initial applicant pool to identify applicants with priority status. All employment/re-employment priorities are to be afforded in accordance with State policy. This may require, in some instances that applications of individuals with certain priorities are included among those referred to the hiring manager. All individuals involved in application evaluation, including the hiring manager, will receive advice and

guidance from the Office of Human Resources Employment Manager regarding the priority consideration which must be afforded.

Consideration Must Be Given to Applicants with the Following Priorities:

notified.

12. APPROVAL PROCESS

Once the hiring manager has made a decision on the applicant of choice, the final approval process will include:

- Annotation in OES of Recommended 1st Choice
- Submission of Hiring Proposal for selected applicant with recommended salary and start date
- Submission of Competency Assessment for selected candidate (can be attached to Hiring Proposal)
- Hiring Manager requests background check through the Office of Legal Affairs
- Hiring Manager conducts Reference Checks
- HR review and approval of Competency Assessment
- HR determines salary of selected applicant in accordance with salary administration policy and procedures
- Human Resources approval (in collaboration with the Hiring Manager)
- OSP review of salary and approval (if required or as needed)
- Employment Manager contacts applicant for start date and schedules Orientation
- Hiring Manager submits signed Position Description and ADA Checklist for new employee to the Employment Unit
- Applicant is notified to report to HR office to sign Offer letter
- Applicant attends Orientation as scheduled and outlined in official Offer Letter

13. COMMUNICATION WITH NON-SELECTED APPLICANTS

- A. It is the responsibility of the Office of Human Resources Employment Unit to respond to all applicants for SPA-position vacancies.
- B. Non-selected most qualified applicants receive electronic notice informing them of the selection and providing information on applying for subsequent vacancies.
- C. The Employment Office responds to all applicants who inquire (in person or via e-mail or telephone) about current vacancies. Questions from applicants regarding their non-selection for a vacant SPA position should be referred to the HR Employment Unit.

14. DOCUMENTATION OF PROCESS

- A. Applications for advertised vacancies are submitted through the Online Employment System. An application must be submitted for each SPA position of interest. Applications do not remain active.
- B. All applications for employment are retained in the Online Employment System for a period of three (3) years before being purged. A file will also be maintained for each hiring event for a minimum of three (3) years. Each file will contain the following materials:
 - Vacancy announcement, recruitment sources, selection tools, and applications
 - List of applicants identified as MQ, Q, and NQ
 - Hiring Proposal for selected candidate
 - Classification Equity Spreadsheet
 - Career Banding Salary Decision Worksheet

- Competency Assessment
- OSP Salary Approval E-mail(if required)
- Background Check Clearance E-mail
- Unofficial PD 105 submitted form (printed)
- ADA Checklist
- Offer Letter (Copy)
- Selection documentation of panel (if used)

C. All newly hired SPA staff employees are to report to the Office of Human Resources for new employee orientation.

15. MONITORING AND EVALUATION

Human Resources staff will periodically review program data across the University to ensure that recruitment and selection activities are in compliance with the University plan. Through mandated Equal Employment Opportunity reporting, the Human Resources EEO Officer will compile and analyze an annual summary of selection activity for the Chancellor. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors.

16. APPEAL PROCESS

If an applicant has reason to believe they were denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office of Administrative Hearing within thirty (30) days of written notification that the position has been filled if all the following conditions apply:

- Applicant timely applied for the position in question;
- Applicant was not hired into the position;
- Applicant was among the most qualified persons for the position;
- Successful applicant for the position was not among the most qualified persons applying for the position; and;
- Hiring decision was based upon political affiliation or political influence.

Questions regarding the contents of the Merit-Based Recruitment and Selection Plan may be referred to the Office of Human Resources, Employment Manager.

This plan was submitted to and approved by the State Personnel Commission with an effective date of January 1, 2011.


James A. Anderson

Chancellor