



University of North Carolina  
Wilmington

**MERIT-BASED RECRUITMENT AND SELECTION PLAN**

<b>Purpose</b>	<p>The purpose of the Merit Based Recruitment and Selection Plan is to fill positions subject to the State Personnel Act from the most qualified applicant pool.</p> <p>In the recruitment and selection process, the University of North Carolina at Wilmington will give equal employment opportunity to all applicants without regard to race, sex, age, color, national origin, creed, religion, disability, sexual orientation, political affiliation, marital status, or relationship to other university constituents. The recruitment and selection process will be consistently applied, nondiscriminatory, and will promote fairness, diversity, and integrity. The process will comply with all applicable Federal and State laws, regulations, and policies.</p>
<b>Management Commitment</b>	<p>The Chancellor and Cabinet accept responsibility for ensuring all hiring practices are applied consistently and equitably, demonstrating commitment and support of the merit-based recruitment and selection plan. The plan will comply with all applicable state and federal laws, policies and rules governing personnel actions.</p>
<b>Ethics Statement</b>	<p>UNC Wilmington assures that recruitment and selection activities are based on job-related education, experience, and competency requirements. Political patronage is not a factor in employment decisions and no preferential treatment will be given to any organization or individual based on political affiliation or influence. Those responsible for the recruitment and selection of individuals for SPA employment will apply policies and procedures impartially.</p>
<b>Communication and Training</b>	<p>UNC Wilmington will implement strategies to inform employees, applicants, and the general public of the merit-based recruitment and selection plan. Employees will be informed of the merit-based recruitment and selection plan and processes through @UNCW and the plan will be posted on the Human Resources website. Employees or applicants with questions may contact Human Resources at 910-962-3160.</p> <p>UNC Wilmington provides recruitment and selection training to hiring officials and search committees. Updates and revisions to the Merit-Based Recruitment and Selection Plan will be communicated through written materials and training sessions.</p>
<b>Role Definitions/Expectations</b>	<ul style="list-style-type: none"><li>A. Administrative Cabinet is responsible for leadership in developing and implementing merit-based procedures and demonstrating commitment and support for merit-based recruitment and selection.</li><li>B. Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining 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 workforce; demonstrating commitment and support for merit-based recruitment and selection; making all hiring decisions based on merit principles; and documenting selection decisions.</li><li>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 University 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.</li><li>D. Employees and applicants are responsible for obtaining vacancy information in order to submit the required materials via the appropriate automated application</li></ul>

system as indicated in the vacancy announcement; providing full and complete information as to their qualifications; and submitting materials for the vacancy by the established deadline.

**Pre-  
Recruitment/Recruitment  
Activities**

UNC Wilmington 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 official, with assistance and guidance from Human Resources, will:

- assess the need for the position to ensure it contributes to meeting the business need of the work unit
- conduct a job analysis including a review of the duties, responsibilities, and qualifications of the positions; and
- revise the position description, if necessary.

It should be noted that as long as there is a job analysis on file that accurately assesses the position, there is no requirement to conduct another one.

The hiring official and Human Resources will assure that the critical tasks, knowledge, skills and abilities (KSAs), and training and experience requirements, including any selective criteria necessary to successfully perform the duties of the position, recruitment and selection purposes have been identified. In order to assure a timely and efficient process, generic KSAs (included on class specifications) may be utilized for recruitment and selection purposes where they are sufficient for differentiating qualifications of applicants.

Information from the job analysis and position description will guide the hiring official in drafting the vacancy announcements. Human Resources will ensure the vacancy announcement meets the requirements of State policy.

The hiring official and Human Resources will determine the appropriate option for posting a vacancy (internal to the University, state government, or external). In addition, Human Resources will consult with the hiring official to determine if additional recruitment sources are needed to target specific audiences.

**Selection Process**

A. Definitions

- 1) Selective criteria: additional essential qualifications specially related to the duties and responsibilities of the individual position.
- 2) Competencies: sets of KSAs that employees need to successfully do their job. Competencies must be demonstrated on the job, measured according to set standards, and required of the job based on business need.
  - a. knowledge - information which makes adequate performance on the job possible
  - b. skill - a proficiency that is readily observable, qualifiable and measurable (examples include skill in keyboarding; skill in operating a vehicle)
  - c. ability - capacity to perform an activity at the present time
- 3) Preferences: Specific types of experiences, 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 and selective criteria included in the vacancy announcement.
- 5) Qualified: Those applicants whose credentials indicate the possession of training

and experience, competencies, and selective criteria included in the vacancy announcement.

- 6) Most qualified: The group who, to the greatest extent, possess qualifications which exceed the essential requirements described in the vacancy announcement.

B. Screening to Determine Qualified, Most Qualified, and Interview Pools

1) Human Resources Screening

- a. Human Resources determines the minimally qualified and if a search committee is not used, also determines the pool of most qualified applicants. During the posting period, applications are not available for departmental review.
- b. After screening by Human Resources, applications may be referred directly to the hiring official or to a designated search committee. If applications are referred directly to the hiring official, only the unranked pool of the most qualified applicants will be made available.

2) Search Committee Screening

- a. Departments may use a search committee to screen the applications of all qualified individuals in the applicant pool. The search committee may not include the hiring official. Human Resources screens all applications for advertised minimum requirements and forwards them to the search committee chair.
- b. Search committees should be composed of individuals with in-depth knowledge of the position. Typically these individuals will be from the department with the vacancy, however, external departments with a key interest in the role may be appointed.
- c. Where practical and consistent with the goal that search committee members be determined primarily on the basis of their knowledge of the position, search committees should include representation of women and minorities.
- d. As charged by the hiring official, the search committee is responsible for reviewing application materials for advertised qualifications and experience that indicate the potential for success in the position. Each committee member independently reviews the materials to determine their recommended candidates before meeting to discuss and compare selections with other committee members. The search committee should reach consensus on all applicants who progress to the next step in the recruitment process. Depending on the charge from the hiring official, this could be the interview pool or the "most qualified" applicant pool.
- e. The hiring official forwards the names of referred applicants to Human Resources for an EEO/AA compliance review.

3) Identification of Interview Pool

- a. The hiring official/department reviews the referred applications based on specific job-related education and experience and selects individuals to interview.
- b. Departments with a position requiring specific job-related skills may utilize a work sampling exercise to assist in the screening process. The work sampling exercise must be approved in advance by Human Resources, be directly related to the duties to be performed, and be administered in a fair and consistent manner. Results must be quantifiable and the screening decision must relate to the exercise results.
- c. When departmental screening is complete, the hiring official submits the names of applicants to be interviewed to Human Resources for an EEO/AA compliance review. Departments may interview only those applicants approved by Human Resources.

- 4) If there are no applicants who clearly exceed the essential qualifications, the hiring official may elect to re-advertise the vacancy or interviews may be conducted from the pool of applicants that meet the essential qualification requirements. The applicants interviewed will constitute the most qualified pool.

**Employment/Re-employment priorities**

The Human Resource Services staff 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 will require in some instances that applications of individuals with certain priorities will be included among those referred to the hiring official. All individuals involved in application evaluation, including the hiring official, will receive advice and guidance from the Human Resource staff regarding the priority consideration which must be afforded.

Consideration must be given to applicants that have the following priorities in accordance with State policy:

- 1) Priority Re-employment: Employees notified of or separated by reduction in force (RIF) have priority consideration over non-state applicants. RIF candidates need only meet essential qualifications to receive priority.
- 2) Exempt Policy-Making and Exempt Managerial: Employees separated from exempt policy-making and exempt managerial positions for reasons other than just cause have priority consideration over non-state applicants and need only meet essential qualifications to receive priority.
- 3) Veterans Preference: Preference is to be given to qualified eligible veterans for initial employment, subsequent employment, promotions, reassignments, and horizontal transfers, and reduction in force situations. To claim veterans' preference, eligible applicants must submit a DD Form 214, Certificate of Release or Discharge from Active Duty, to Human Resources when they apply for a posted vacancy.
- 4) Promotional Priority: Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.
- 5) Injured-on-the-job/Worker's Compensation: UNC Wilmington employees' injured-on-the-job, placed on workers' compensation leave, and who have been released to return to work by their physician have re-employment consideration based upon maximum medical improvement.

**Making the Final Hiring Recommendation/Decision**

The final hiring recommendation/decision will be made from among the most qualified applicants. Applicants with priority re-employment must also be given appropriate consideration. The hiring official will utilize selection tools that are objective and based upon job-related competencies. Any selection tool will be consistently applied to all applicants at the same level in the process. The hiring official will also be responsible for documenting the selection process and justifying the hiring recommendation and/or decision. Human Resources will be available for guidance and assistance to the hiring manager at any time during the selection process. Human Resources will review the applicant package to ensure employment/re-employment priorities are properly afforded. Any applicant not selected for the position will receive notice of the selection decision via the automated application system.

**Approval Process**

The hiring proposal must be reviewed and approved by at least one supervisory level above the hiring official, and is then forwarded to Human Resources for approval. Human Resources authorizes the hiring official to extend an offer of employment to the applicant at a specific salary. No offer may be extended, including conditional offers, without Human Resources approval.

**Documentation of Process**

It will be UNC Wilmington’s practice to maintain documentation of the merit-based recruitment and selection process in order to support related decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures. Documentation will be maintained for each hiring event for a minimum of three years and will include:

- 1) any record of job analysis conducted for the vacancy including any additional KSAs and/or selective criteria that resulted from job analysis (or a reference to the job analysis utilized for the vacancy)
- 2) vacancy announcement and recruitment sources
- 3) Application materials received
- 4) inventory of applicants as unqualified, qualified, and most qualified
- 5) Any selection/screening tools

**Appeals Process**

Complaints/Contested Case Procedures:

A state employee or applicant for initial State employment may complain directly through the Civil Rights Division of the Office of Administrative Hearings (OAH) if all the following conditions apply:

- 1) the person alleging the violation applied for the position in question during the open application period;
- 2) the person alleging the violation was not hired into the position in question;
- 3) the person alleging the violation was among the pool of the most qualified applicants;
- 4) the successful applicant for the position was not among the pool of the most qualified applicants; and
- 5) the hiring decision was in violation of G.S. 126-14.2 because of political affiliation or political influence.

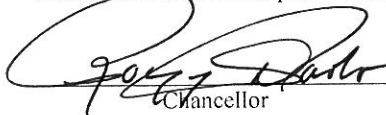
The complaining State employee or applicant must file the complaint with the Civil Rights Division of OAH within thirty (30) days after the complainant receives written notice that the position in question has been filled.

Upon an initial determination that there is probable cause to believe there has been a violation of G.S. 126-14.2, the complainant may file a petition for a contested case pursuant to G.S. 126-34.1 and Article 3 of Chapter 150B of the General Statutes within 15 days.

**Monitoring/Evaluation**

Human Resources will periodically review program data across the University to ensure recruitment and selection activities are in compliance with this plan. Human Resources 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. Human Resources also will comply with the reporting and plan update requirements from the Office of State Personnel.

The effective date of this plan is the first of the month business day following approval by the State Personnel Commission.

  
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 Chancellor

2-28-11  
 Date

  
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 Chief HR Officer

3-3-11  
 Date