

MERIT-BASED RECRUITMENT AND SELECTION PLAN

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, the North Carolina School of Science and Mathematics will give equal employment opportunity to all applicants, without regard to race, religion, color, national origin, gender, sexual orientation, veteran status, age, disability, or political affiliation/ influence; and will be based solely on job 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.

Commitment from Management

The President, Director of Human Resources, and senior 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, including Senate Bill 886. Positive efforts will be made to recruit qualified individuals including minorities, women and persons with disabilities for applicant pools. In addition, the Director of Human Resources and senior management will demonstrate effort to consider and apply contemporary human resource practices.

Communication

The North Carolina School of Science and Mathematics will post recruitment procedures on Human Resources Web Page, include the plan in the Business and Human Resources Procedure manual, and provide a copy to supervisor as each vacancy occurs.

Training

The North Carolina School of Science and Mathematics will provide recruitment and selection training to new managers/ supervisors and new human resource staff on a scheduled basis. Updates and revisions to the North Carolina School of Science and Mathematics' merit-based recruitment and selection plan will be communicated through written materials and training sessions.

Role Definitions/ Expectations

- A. Senior Management is responsible for leadership in developing and implementing recruitment and selection procedures.

- B. Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions for subordinate jobs; understanding the recruitment and selection procedures and communicating the process to employees and applicants; making every effort to achieve and maintain a diverse workforce; making all hiring decisions based on merit principles; and documenting selection decisions.
- C. The Director of Human Resources and Equal Employment Opportunity (EEO) Officer are 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 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 Affirmative Action Plan requirements.
- 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.

RECRUITMENT PROCESS

[The Hiring Department will]

1. Draft information to be used in the position announcement including a brief description of the work to be performed and any preferences for job-related qualifications (education, training, certifications, skills, knowledge and abilities) needed in addition to minimum State standards.

The Employment Coordinator will review the position announcement draft for consistency with class specifications regarding minimum training, education, pay range, and budgeted salary for the position; discriminating language, i.e., compliance with EEO and ADA laws; appropriateness of preferences; established working titles; and clarification.

2. Determine if the department needs a temporary employee to fill the vacancy until the position can be recruited. Contact the Employment Coordinator in Human Resources if you need assistance to secure a temporary employee.
3. Determine whether the application period needs to be extended beyond minimum policy standards: 10 workdays for recruitment to the general public and 7 workdays for recruitment to all State employees. NOTE: All SPA position announcements are required to have a closing date for accepting applications.

The Director of Human Resources and AA/EEO Officer will determine whether the position may be advertised Statewide or to the general public. This decision is based upon meeting affirmative action/ EEO goals, promotional opportunities for current employees, and availability of internal qualified candidates.

4. A waiver of posting requirements may be requested and allowed at the discretion of the President to avoid work stoppage; to meet management necessities, i.e., vacancies committed to budget reduction, vacancies used for disciplinary transfers or demotions, use of existing vacancy to avoid reduction in force, transfer of an employee to an existing opening to avoid the threat of bodily harm; and to return employees to work under the School's Workers' Compensation Program.
5. Determine where the department wants to advertise the vacancy and the length of time the ad will run.

Minimum Advertisement Locations: NC Employment Security Commission, NCSSM Bulletin Boards, HR Web Page (www.ncssm.edu/hr), Office of State Personnel Web Page (www.osp.state.nc.us/OSP/jobs/), and local newspaper(s).

6. Determine if the department will use a screening committee. If so, make contact with persons to serve on the screening committee and ask for their assistance with the selection process. **Note:** For exempt positions, a selection committee should be formed. For other positions it is advised but not required.
7. Once the closing date has passed, Employment Coordinator will do initial screenings of the applicant pool. First, identify applicants who meet the minimum State requirements for the position. Second, screen for the most qualified applicants. Applications are evaluated to determine to what extent essential qualifications are exceeded and any additional selection factors (preferences) met above those minimally required. Third, identify applicants who should be considered for State mandated preferences, e.g., workers' compensation preference, priority reemployment (RIF), promotional priority consideration, veterans' preference, and EEO considerations.
8. Human Resources Assistant will contact hiring department to let them know when applications are ready to be picked up. Along with the applications, the hiring department will be given a hiring packet with all the necessary forms to be completed.

Each applicant who has applied for the position will be sent a letter acknowledging the receipt of his/ her application.

9. Submit a completed "Recommendation to Hire Form" for the respective advertised position within 120 days from the closing date of the vacant position. If the position is re-advertised, applicants who previously applied will remain in consideration for the position.

Items which need to be returned along with the "Recommendation to Hire Form", include all applications submitted for the position, Applicant Pool EEO Statistics Sheet, and references obtained on candidates.

10. The Director of Human Resources and EEO Officer will review the Recommendation to Hire Form and steps in the hiring process for consistency

with state and federal laws, and internal agency procedures. President will have final approval prior to extending a job offer to selected candidate.

11. Notify the Director of Human Resources of the acceptance or decline of the job offer. If the candidate declines, department may proceed to make the job offer to second candidate of choice.

Human Resources Assistant will prepare letters to all unsuccessful candidates for the position.

12. Contact the Employment Coordinator to schedule an orientation for the new employee during their first or second day of employment. Employee will need to bring two types of documents that may be used to establish their identity and work eligibility. These two documents usually include a social security card (work eligibility) and driver's license (identity).

SELECTION OF APPLICANTS

The selection of applicants for vacant positions will be based on their qualifications for the position to be filled. Advantage will be given to applicants determined to be most qualified and hiring authorities must reasonably document hiring decisions to verify this advantage was granted and explain their basis for selection.

Minimum Qualifications

The applicant must possess at least the minimum education and experience requirements, or their equivalent, for the position being recruited. This shall apply in new appointments, promotions, demotions, transfers, and reinstatements.

The education and experience requirements serve as indicators of the possession of the skills, knowledges, and abilities which have been shown through job evaluation to be important to successful performance, and as a guide to primary sources of recruitment. Specific formal education may be substituted for required experience in some positions. Directly-related experience also may be substituted for certain educational requirements.

Age Limitations

The School does not practice or condone age discrimination. Limitations are enforced only where specific age constitutes a bona fide occupational qualification. There is no maximum age for employment. All permanent SPA employees must be at least 18 years of age. Persons 16 or 17 years of age may be considered for temporary employment only. State law requires that persons under the age of 18 have an "Employment Certificate" from the County Social Services Department. Further, the specific duties to be performed must comply with the Child Labor provisions of the Fair Labor Standards Act. Violations of this policy may result in penalties or fines from the Federal and/ or State Department of Labor.

Employment of Relatives

Relatives of current employees, permanent or temporary, may not be employed within the same department without review by and notice to the Director of Human Resources. If relatives are considered for employment, it is necessary for the department head to document that such action will not result in one family member supervising another member of the immediate family. No family member may occupy a position which has influence over another's employment, transfer or promotion, salary administration, or other related management / personnel considerations.

Relatives are defined as spouses, parents, siblings, children, grandparents, and step-, half-, in-law relations of the same list. Employment restrictions might also include others living within the employee's household or otherwise so closely identified with the employee as to suggest the potential for difficulty in the employment relationship. Relatives (or other closely affiliated persons) of current employees are not given preference in employment.

Performance Tests

Pre-employment performance tests (written, oral, physical, skills) may be administered by the hiring department with prior approval from the Director of Human Resources. Performance test is defined as a selection procedure which involves producing a sample of the position's work product or sampling a specific skill necessary for successful performance of the open position.

DEFINITIONS

1. Selective criteria - additional essential qualifications specifically related to the duties and responsibilities of the position.
2. Knowledge, skills, and abilities (KSAs)
 - *knowledge* - information which makes adequate performance on the job possible.
 - *skill* - a proficiency that is readily observable, quantifiable, and measurable (examples include typing; skill in operating a vehicle)
 - *ability* - capacity to perform an activity at the present time.
3. Preferences - Specific types of experiences, degrees, licenses, KSAs, or other selection factors above those minimally required to perform the duties and responsibilities of a position.
4. Essential qualification (minimum qualifications) - minimum training and experience requirements including knowledges, skills, abilities, and selective criteria included on the vacancy announcement.
5. Qualified - those applicants whose credentials indicate the possession of training and experience, selective criteria, and KSAs included in the vacancy announcement.

6. Most qualified - the group of applicants who, to the greatest extent, possess qualifications which exceed the essential requirements described in the vacancy announcement.
7. Substantially equal qualifications - when the employer cannot make a reasonable determination that the qualifications held by one or more persons are significantly better suited for the position than the qualifications held by another person.
8. Career state employee - state employee in state service who is in a permanent position appointment; and has been continuously employed by the State of North Carolina in a position subject to the State Personnel Act for the immediate 24 preceding months.

STATE EMPLOYMENT / REEMPLOYMENT PREFERENCES

The Employment Coordinator will review the initial applicant pool to identify applicants with priority status. All employment / reemployment priorities are to be afforded in accordance with State policy.

[Ranked in Order of Priority]

Workers' Compensation Preference: There are (3) possible return to work situations following a workers' compensation leave: **1)** When an employee has reached maximum medical improvement and has been released to return to work by the treating physician, the agency shall return the employee to the same position or one of like seniority, status and pay held prior to workers' compensation leave **2)** When an employee has NOT reached maximum medical improvement and is ready to return to limited work duty with treating physician's approval, the agency shall provide work reassignment suitable to the employee's capacity [work assignment not to exceed 90 days without approval from the Head of Human Resources] **3)** When an employee has reached maximum medical improvement and has been released to return to work by the treating physician, but has received a disability which prohibits employment in his/her previous position the agency shall attempt to place the employee in another position.

Priority Reemployment Preference: State employees who have received notification of imminent separation due to reduction-in-force or who have been removed from a policy-making/confidential exempt position, for reasons other than cause, are afforded priority reemployment consideration under the State Personnel Act. A list of all classes having applicants with priority status will be sent to agencies by the Office of State Personnel. When a vacancy occurs, the appointing authority must review the latest list before initiating any recruiting efforts. If the classification of the vacancy appears, a priority certificate must be requested and the appropriate priority afforded. Employees scheduled to be separated or separated through reduction-in-force have priority considerations over non-state applicants. RIF candidates must only meet essential qualifications to receive priority. [**Note:** RIF candidates are given = consideration with ALL state employees].

Promotional Priority Consideration: A promotional priority consideration shall be provided by all agencies to all current state employees who have achieved career status. If a current state employee applies and is qualified for another **state position of a higher level**, and has substantially equal qualifications as those of the highest ranking

applicant who is not a state employee, the state employee shall receive the job offer. **Career status** will be accorded to every state employee in state service who **a)** is in a permanent position appointment and **b)** has been continuously employed by the State of North Carolina in a position subject to the State Personnel Act for the immediate 24 preceding months.

Veteran's Preference: State law requires that employment preference be given to veterans, widows of veterans, and wives of disabled veterans. Persons entitled to such preference must so indicate on any application filed. The qualified veteran shall be hired when his/her overall qualifications are substantially equal to one or more non-veterans in the applicant pool.

In evaluating the qualifications of veterans against minimum education and experience requirements, credit shall be given on a year for year, and month basis, for all military service training and experience which bears a reasonable functional relationship to the knowledge, skills, and abilities required in the position applied for.

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION

The North Carolina School of Science and Mathematics is committed to equality of employment opportunity for applicants and employees. The School provides equal employment opportunities for all persons regardless of race, religion, color, national origin, gender, sexual orientation, veteran status, age, disability, or political affiliation/influence except where religion, sex, physical requirement, or age is a bona fide occupational qualification. The School complies with Title VII of the Civil Rights Act of 1964 as amended, Executive Order 11246, the Rehabilitation Act of 1973, the Civil Rights Restoration Act of 1988, NC G.S. 126-16 and 126-17 and other applicable federal and state laws.

DOCUMENTATION OF PROCESS

It will be the practice of the North Carolina School of Science and Mathematics to maintain documentation of the merit-based recruitment and selection process in order to support the decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures.

A file will be maintained for each hiring event for a minimum of three years. Each file will contain, at minimum, the following

- 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)
- vacancy announcement
- recruitment sources
- selection tools and criteria
- applications received
- priority reemployment inventory/ register
- selection/ decision log
- Equal Employment Opportunity Statistics
- inventory of applicants as unqualified, qualified, and recommended candidate

APPEALS PROCESS

If the 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 Hearings within 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 applying 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.

Advisory Note: This does not prohibit any applicant from the right to file a contested case issue under other aspects of G.S. 126.

MONITORING / EVALUATION

Human Resources will periodically review program data across the agency to ensure the recruitment and selection activities are in compliance with agency procedures. Director of Human Resources and EEO Officer will compile and analyze an annual summary of selection activity to be included in the Affirmative Action Plan. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors. Human Resource staff will also comply with the reporting and plan update requirements from the Office of State Personnel.

This plan has been reviewed and approved by:

_____ Gerald L. Boarman, Ed.D. NCSSM President	_____ Date
_____ Connie Boyce Director of Human Resources	_____ Date
_____ Connie Boyce Equal Employment Opportunity Officer	_____ Date