

**NORTH CAROLINA STATE UNIVERSITY**  
**MERIT-BASED RECRUITMENT AND SELECTION PLAN FOR EMPLOYEES**  
**SUBJECT TO THE STATE PERSONNEL ACT**

W. Randolph Woodson, Chancellor  
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**I. Policy Statements**

**Purpose of Plan**           The Merit-Based Recruitment and Selection Plan for North Carolina State University (NC State) reflects policies and procedures for filling vacancies that are subject to the State Personnel Act (SPA). The Plan is designed to ensure that all SPA vacancies are filled from the pool of the most qualified applicants using fair and valid selection criteria. The Plan provides a framework for communication and training of individuals involved with the SPA recruitment and selection process and facilitates the consistent application of related policies.

**Equal Employment Opportunity**           It is the policy of the State of North Carolina that neither race, religion, color, creed, national origin, sex, age, disability, nor political affiliation is to be considered (a) in the recruitment and selection of new employees of the State, (b) in the selection of employees for promotion, training, career development, transfer, demotion or FTE reductions for fiscal purposes, and/or reduction in force; (c) in the administration of disciplinary policies or termination for cause; or (d) in the establishment of rates of pay including the awarding of salary adjustments and/or annual salary increases.

Accordingly, NC State University is dedicated to equality of opportunity within its community. NC State does not practice or condone unlawful discrimination, in any form, as defined by this policy. NC State hereby affirms its desire to maintain a work environment for all employees and an academic environment for all faculty members and students that is free from all forms of prohibited discrimination. NC State strives to build and maintain an environment that supports and rewards individuals on the basis of such relevant factors as ability, merit, demonstrated skills and knowledge, and performance: the prohibited behaviors of discrimination, harassment, and retaliation are incompatible with the values and goals of NC State.

NC State University is an Equal Opportunity and Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, age, veteran status, or disability. In addition, NC State welcomes all persons without regard to sexual orientation.

**University Commitment**           The chancellor, the chief HR officer, and University management endorse the University's Recruitment and Selection Plan. University management is committed to the recruitment of diverse, qualified applicant pools and the selection of individuals who meet the job-related criteria of each vacancy. They are responsible for helping to ensure that hiring practices are applied consistently and equitably, and that recruitment and selection processes comply with existing state and federal laws and policies issued by the Office of State Personnel.

**Ethics Statement**

NC State University assures that SPA recruitment and selection activities are based on job-related education, training, and experience requirements and on required skills and knowledge. Political affiliation and political influence are not factors in employment decisions and no preferential treatment will be given to any organization or individual based on political affiliation or influence. It is incumbent upon those responsible for the recruitment and selection of individuals for SPA employment to apply these policies and procedures impartially.

**II. Recruitment and Selection Process**

**Recruitment**

The division of Human Resources is responsible for overseeing the recruitment activities for SPA positions at the University. To achieve a diverse workforce, Human Resources actively recruits from a wide variety of applicant sources, including community colleges, universities, community programs, and human service agencies. The University also reaches out to candidates via a variety of online and print recruitment sources.

**Prior to Recruitment**

The departmental hiring official, with assistance from Human Resources, assesses the need for filling a vacant position and determines if the existing position description corresponds with the current purpose of the position. If there have been significant changes in the position's duties and responsibilities, the job description is revised and then reviewed by Human Resources to ensure proper classification and recruitment. Essential functions, other responsibilities, and necessary skills and competencies are identified in the position description.

**Initiating Recruitment**

The hiring department forwards a Vacancy Notice to Human Resources via the institution's online application system to initiate recruitment. Human Resources ensures that the vacancy notice reflects appropriate duties and responsibilities and resolves any concerns prior to recruitment. Human Resources determines the need to target a position for affirmative action based on representation in that occupational area and applicant availability data. Human Resources and the hiring department collaborate on the content of the vacancy announcement, the appropriate level of recruitment (internal to the University or external), and posting period. Human Resources ensures that all vacancies are posted for at least the required minimum posting period and consults with the hiring official to determine appropriate recruitment sources, selection criteria, and selection tools to be used. All selection tools (supplemental questions, structured interviews, assessments, reference checks) are objective, based on job-related criteria and consistently applied to final applicants.

Vacancies are posted online daily, and weekly vacancy publications are prepared and posted by Human Resources.

All applications for employment and related documentation (resume, references, etc.) are submitted through the online application system. Human Resources maintains documentation on recruitment activities and applicant response. Applicants needing assistance to complete the application online are provided with such support at the Human Resources office.

**Screening Process**

Human Resources and the hiring departments use the institution's online application system to screen applications for minimum qualifications and other selection criteria (specifically related education or experience, skills, etc.). Individuals who meet minimum training and experience and competency requirements are referred to the hiring department for consideration. The hiring official screens referred applications to determine individuals who are in the pool of the most qualified in relation to the specific duties and responsibilities of the position outlined in the vacancy announcement.

If the candidate pool does not include individuals who exceed the posted requirements, then individuals who only meet minimum qualifications may be considered. If the hiring official and Human Resources agree that the applicant pool is insufficient, the vacancy posting period may be extended and the position may be advertised in additional recruitment resources.

**Interview Process**

The hiring official and/or other departmental representatives are expected to conduct structured interviews. The hiring official and/or interview panel are expected to maintain contemporaneous documentation of interview content.

**Selection Process**

The hiring official's selection decision is made from the most qualified applicant pool. Applicants eligible for "priority" re-employment consideration under State policy are given appropriate regard including employees separated from exempt policy-making or managerial positions; employees notified of or separated by reduction in force; employees returning from workers' compensation leave; career State employees seeking promotions; and veterans. The preference given to eligible veterans applies in initial employment, subsequent employment, promotions, reassignments, horizontal transfers, and reduction in force situations.

Selection decisions are based on valid selection criteria including the selection tools agreed upon by Human Resources and the hiring official. The hiring official is responsible for documentation of the selection process and justifying the selection to Human Resources.

**Endorsement of Selection and Compensation**

Human Resources reviews the selection decision to ensure compliance with the Recruitment and Selection Plan and relevant regulations, and it endorses the selection decision before offers are finalized. Human Resources consults with the hiring official to establish an appropriate salary based on career banding pay factors.

**Communication to Applicants**

The hiring official provides written notice to each applicant who was interviewed but not selected of the status of their application for the vacancy. Human Resources provides guidance in the content of the notices. Candidates can also obtain information regarding their status from the online application system.

**Documentation**

Human Resources maintains documentation of recruitment and selection activities to support decisions made and to provide fact-based information for monitoring and evaluating recruitment and selection practices.

Documentation is maintained for three years. System documentation is accessible in Human Resources. Documentation includes records of job analysis, vacancy announcements, recruitment activities, selection tools, applications received, selection information, salary decisions, application dispositions including those who are qualified, most qualified, and not qualified, and applicant/vacancy histories.

### **III. Communication and Training**

**Communication** Human Resources informs the public, applicants, and employees of the Recruitment and Selection Plan through the following avenues:

- Distribution to Deans, Directors, Department Heads, and unit-based HR Representatives
- Posting of the Plan on the Human Resources' web site
- Inclusion of Plan components in the Hiring Official's Guide to the Recruitment and Selection Process
- Inclusion of Plan components in the Hiring Official's Checklist for Recruitment and Selection
- Marketing of the Plan at appropriate meetings
- Having the Plan available in Human Resources for review
- Updating the Plan and communicating changes appropriately

#### **Training**

The University provides training for hiring officials and employees regarding Plan requirements via regular campus workshops such as "Effective Recruitment & Selection," "Equal Employment Opportunity/Affirmative Action," and "Using the Online Employment System" and written materials including the Recruitment and Selection Guide. Human Resources also provides ongoing consultation and training with Human Resources' staff, hiring officials, and interviewers.

### **IV. Employer, Employee, and Applicant Expectations**

**Management:** Provides leadership on development and implementation of Merit-Based Recruitment and Selection Plan procedures. Demonstrates commitment to the Plan.

**Hiring Officials:** Maintain current position descriptions. Evaluate vacancy posting needs. Support the concepts of the Recruitment and Selection Plan and communicate the process as appropriate. Strive to achieve and maintain a diverse work-force. Make selection decisions based on job-related criteria. Maintain documentation on interview and selection activities. Notify applicants of the status of their applications.

**Human Resources:** Targets appropriate positions for affirmative action when under-representation of women or minorities is evident. Demonstrates commitment to the Recruitment and Selection Plan. Provides technical assistance and consultation to hiring officials and assistance to applicants as appropriate. Maintains effective merit-based recruitment and selection policies and procedures. Trains hiring officials and other University employees. Monitors recruitment and

selection activities to ensure adherence to the Plan. Maintains recruitment and selection data and reports as needed. Coordinates and collaborates with the University's Office for Equal Opportunity on issues related to ensuring compliance with federal and state EEO/AA requirements.

**Applicants:** Stay abreast of vacancy notice information and submit applications for employment for specific vacancies. Provide accurate, detailed information on job-related qualifications. Submit materials within established deadlines.

#### **V. Appeals Process**

In accordance with GS 126-14.2, applicants in the most qualified pool who believe they were denied employment inappropriately may appeal the selection decision within 30 days from the receipt of written notification from the hiring official. Appeals are made to the Civil Rights Division of the Office of Administrative Hearings. The following conditions must 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 based upon political affiliation or political influence.

#### **VI. Evaluation Process**

Human Resources will review the recruitment and selection program regularly to help ensure that activities are consistent with the Recruitment and Selection Plan. Selection activity data will be compiled and analyzed annually. Human Resources will also comply with reporting requirements issued by the Office of State Personnel.

#### **GLOSSARY**

**Minimum qualifications plus competencies** -- minimum education and experience requirements defined by the Office of State Personnel for each position classification

**Essential functions** -- minimum functions of the position and related training and experience

**Job-related criteria** -- additional qualifications essential to the duties and responsibilities of the position (education, experience, competencies, license, skills, etc.)

**Most qualified** -- applicants who possess/demonstrate qualifications that are those most desirable and/or preferred for the position and that exceed the minimum and/or essential requirements of the position

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

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Chancellor

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Date

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Chief HR Officer

\_\_\_\_\_  
Date