

UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

MERIT-BASED RECRUITMENT AND SELECTION PLAN

Philip L. Dubois, Chancellor
Gary W. Stinnett, Associate Vice Chancellor for Human Resources
March 1, 2011

1. General

- a. The University of North Carolina at Charlotte, its Chancellor and senior leadership, are strongly committed to meeting its workforce needs through systematic recruitment, selection, and career support programs that identify, attract, and select from the 'most qualified' applicants for University employment, as well as, encourage diverse representation at all levels of its workforce.
- b. This information provides guidance to be referenced when seeking to initiate the recruitment and selection processes for 'permanent' and/or 'time-limited' classified staff employees to fill vacant positions (both full and part-time) designated as 'Subject to the State Personnel Act' (SPA).
- c. The guidance provided is in accordance with all applicable and existing Federal and State laws, policies, and regulations, as well as, all procedural guidelines of the North Carolina Office of State Personnel (OSP) as regards the recruitment and selection of 'permanent' and/or 'time-limited' classified (SPA) employees. These guidelines do not apply to the recruitment, selection, and employment of 'temporary' staff employees or student 'temporary' workers.
- d. The University of North Carolina at Charlotte is strongly committed to equal employment opportunity for all applicants and/or candidates in its recruitment and selection processes. As such, women, minorities, veterans, and individuals with disabling conditions are actively encouraged and invited to apply for SPA vacancies. All vacant positions must be filled with candidates determined to be among the 'most qualified' with respect to documented, job-related selection criteria **only** and without respect to race/color, gender, religion, national origin, age, physical/mental disability, sexual orientation, genetic information, and/or political affiliation/influence.

2. Roles and Expectations

- a. **Senior Management:** Provides leadership and guidance as regards the development and implementation of Merit-Based Recruitment and Selection Plan procedures. Demonstrates commitment to the plan.
- b. **Hiring Official:** Maintain all position description information in an accurate, and current, format. Supports the concepts of the Merit-Based Recruitment and Selection Plan and communicates the process as appropriate. Strives to achieve and maintain a diverse workforce. Renders all selection decisions based solely upon job-related criteria. Maintains documentation of all interview and selection activities. Extends offer of employment to candidate. Communicates results of offer to Human Resources. Ensures all on-boarding activities are completed **no later than** the first day of employment.
- c. **Human Resources:** Targets appropriate positions for affirmative action when under-representation of women or minorities is evident. Demonstrates commitment to, and compliance with, the Merit-Based Recruitment and Selection Plan. Provides technical assistance and/or consultation to hiring officials and provides assistance to applicants, as appropriate and/or requested. Maintains effective, and current, merit-based recruitment and selection policies and procedures. Trains hiring officials and other University employees on procedural matters pertaining to the plan. Monitors recruitment and selection activities to ensure adherence/compliance with the plan. Notifies applicants/candidates of the status of their applications and/or selection decisions. Maintains/prepares all recruitment and selection data/reporting as required and/or necessary. Coordinates and collaborates with University's EEO/AA Officer as regards matters related to compliance with Federal and State mandates.

- d. **Applicant:** Maintains awareness of vacancy notice information and submits application for employment within established deadlines for any/all vacancies of interest. Provides accurate, and detailed, application information as regards educational and work history, as well as, any other job-related qualifications.

3. Vacancies and Recruitment

- a. A vacancy is created when:
- a 'new' classified (SPA) position is established;
 - a classified (SPA) staff employee leaves the University for external employment (either another State agency or other private/public sector employer); or
 - a classified (SPA) staff employee transfers to another position within the University (via horizontal/lateral transfer, promotion, or reassignment).
- b. Regardless of the circumstances under which a classified (SPA) position vacancy is created, all recruitment activities must be coordinated with either the Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator in the Human Resources Department. Recruitment activities may be initiated by following the appropriate steps as listed below:
- **When a request to establish a new classified (SPA) position, or a request to reallocate an existing vacant (SPA) position, has been approved by the Compensation and Position Management unit (or NC Office of State Personnel, as appropriate),** the Director of Compensation and Position Management or Compensation Analyst(s) in Human Resources will advise the requesting supervisor of the effective date of approval and recommend that recruitment activities be initiated. A Recruitment Requisition form (HR Form 200) is to be completed by the supervisor of the newly established position and forwarded to the Employment Advertising Coordinator in Human Resources.
 - **When a classified (SPA) employee provides notice of intent to leave the University for external employment (either another State agency or other private/public sector employer),** the supervisor should follow the guidance provided in PIM 34 (Personnel Information Memorandum), Subject: EMPLOYMENT - Separation Notification, by completing and submitting to the Benefits Office, a Notification of Separation. Additionally, the supervisor should provide the employee with an Employee Exit Clearance form to be completed and returned to the Benefits Department prior to, or in conjunction with, the exit interview. Once the supervisor has received written and/or electronic notification of an employee's intent to leave University employment, recruitment activities may be initiated by submitting a Recruitment Requisition form (HR Form 200) to the Employment Advertising Coordinator in Human Resources.
 - **When a classified (SPA) employee transfers to another position within the University (via horizontal/lateral transfer, promotion, or reassignment),** the supervisor of the position to be vacated shall forward a completed Recruitment Requisition form (HR Form 200) to the Employment Advertising Coordinator in Human Resources to initiate recruitment activities. A Notice of Separation form and/or letter of resignation are neither necessary, nor required.
- c. When completing the Recruitment Requisition form (HR Form 200), the hiring supervisor must indicate if he/she wishes to consider current University employees only (probationary, permanent, or time-limited), current State employees only, OR if both current University employees and external candidates are to receive consideration.

IMPORTANT NOTE: Current employees (working in a 'temporary' capacity) are ineligible to receive consideration for vacancies advertised as 'Open to current permanent, probationary, or time-limited University employees only' or 'Open to current State employees only'.

4. Advertising

- a. Upon receipt of a completed Recruitment Requisition form (HR Form 200), the Employment Advertising Coordinator compiles, edits, posts, and distributes all EEO/AA compliant job vacancy announcements and/or advertisements. The Employment Advertising Coordinator works in close collaboration/coordination with the hiring official(s) to assure that all vacancy announcements include accurate, and appropriately represented, job duties and responsibilities. At a minimum, all vacancy announcements must include the following information: position number; banded class title and competency level; banded class salary and/or recruitment range(s) corresponding to the position's designated competency level; minimum eligibility requirements (education, training, and/or experience); essential job functions; required functional competencies; vacancy-specific qualifications as determined by the agency or university; the application period (open and close dates); contact information; and the appropriate/corresponding North Carolina salary grade equivalency.
- b. Vacancies advertised as open to 'current University employees only' shall be posted on the University's jobsite (<http://jobs.uncc.edu>), as well as, the Employment Opportunities Board located within the Human Resources offices (222 King Building), for a minimum of five (5) business days. For the purposes of this document, 'business day' is defined as Monday – Friday.
- c. Vacancies advertised as open to 'current State employees only' shall be posted on the University's jobsite (<http://jobs.uncc.edu>), The Employment Opportunities Board located within the Human Resources offices (222 King Building), and the North Carolina Office of State Personnel for a minimum of five (5) business days.
- d. Vacancies advertised as open to current University employees and external candidates shall be posted on the University's jobsite (<http://jobs.uncc.edu>), the Employment Opportunities Board located within the Human Resources offices (222 King Building), the North Carolina Employment Security Commission, and the North Carolina Office of State Personnel, for a minimum of seven (7) business days. For administrative purposes, SPA vacancies are generally posted for fourteen (14) calendar days. Current vacancy information is also updated (weekly) on a recorded telephone messaging center available 24 hours/day, 7 days/week (704-687-2075). Vacancy notices may also be advertised in newspapers, journals, or other online advertising resources (CareerBuilder, etc.) as requested, and funded, by the hiring department. A valid University account number (for payment purposes) must be provided to Human Resources prior to an advertisement's placement in any newspaper(s), journal(s), or other online advertising resource(s).

(Note: To assure consistent employment branding presence and/or placement, and to obtain discounted rates for volume, all advertising copy and/or materials for vacant SPA positions must be administered through, and reviewed by, the Employment Advertising Coordinator in Human Resources).

5. Application Process

Application materials for all, currently posted, vacancy listings are accepted in electronic format only. Individuals (both internal and external to the University) may express interest in a vacant SPA position by creating a Staff Application at: <http://jobs.uncc.edu>. Once completed, this electronic application may be used to apply for any/all current, or future, vacancies of interest, and may be amended or updated as desired, or necessary. To receive full consideration, all application materials must be submitted to Human Resources (via the online application system) no later than (11:59 p.m.) on the posted closing date(s) unless otherwise indicated in the vacancy announcement.

6. Review and Referral of Applicants

- a. Review of applications begins on the first business day following the posted closing date(s). Applications are screened by the Director of Staff Employment (vacancies with a salary grade equivalency of 70 or higher), the Employment Coordinator (vacancies with a salary grade equivalency of 59 to 69), or the Employment Advertising Coordinator (vacancies with a salary grade equivalency of 50-58). Candidates determined to be among the 'most qualified', with respect to the advertised minimum eligibility requirements and any vacancy-specific qualifications of the hiring department, are referred to the appropriate hiring official(s) for further screening and potential invitation for interview. For positions that are highly

technical in nature, or require specialized qualifications and/or skill sets, the Director of Staff Employment or Employment Coordinator may request assistance from the hiring official(s) in the initial screening and referral processes.

- b. It is an established goal of the Human Resources office to screen and refer the 'most qualified' candidates within five (5) business days following the posted closing date(s) for all SPA vacancy listings.
- c. The screening process identifies candidates determined to be among the 'most qualified' for any given position vacancy. Applications are initially screened to determine if candidates meet the minimum eligibility requirements (education/training, experience, and competencies) as established by the North Carolina Office of State Personnel. Candidates who do not meet these standards are ineligible to receive further consideration for the respective vacancy. From the candidates identified as 'qualified', the pool of 'most qualified' candidates is then determined. The pool of 'most qualified' candidates is the group who, to the greatest extent possible, possess qualifications which exceed the essential requirements as indicated in the vacancy announcement. Generally, five to ten (5-10) candidates are referred to the hiring official(s) for further consideration and/or potential interview. However, a higher or lower number of candidates may be referred depending upon the overall quantity/quality of the applicant pool(s).
- d. Once the 'most qualified' candidates have been identified and referred, Human Resources will forward electronic notification to the hiring official(s) providing direction to all resources and/or forms necessary for the completion of the interview and selection processes. This information can be accessed at the following site: <http://hr.uncc.edu>. Included:

- Recommendation for SPA Staff Employment (HR Form 203)
- Telephone Reference Check (HR Form 202)
- Criminal Background Check Consent Agreement

7. Interviewing Applicants

- a. The hiring official is encouraged to extend an invitation for interview to all candidates referred for the vacant position. However, after consideration of the overall quantity and/or quality of the referral group, the hiring official may opt to interview only the top few candidates (no less than three, unless otherwise authorized by the Director of Staff Employment or Employment Coordinator) - provided that sufficient job-related rationale for not giving consideration to the other candidates is documented on the Recommendation for SPA Staff Appointment form (HR 203). All non-selection rationale must be directly related to the required and/or preferred qualifications of the subject position vacancy.
- b. The hiring official should assure that all evaluation/selection criteria are clearly established and documented – prior to the receipt of any referral group, as well as, the initiation of the interview process. All such criteria must be job-specific, in nature, and based solely upon the essential knowledge, skills, abilities, and/or competencies necessary to perform the currently assigned duties/responsibilities of the position.
- c. Interview questions should also be developed prior to the initiation of the interview process. Interview questions should reflect a direct correlation to the selection criteria and must be job-specific or relevant in nature. In addition, the hiring official may give consideration to the development of an assessment tool or work sample to evaluate certain skills. To assure equitable treatment of all candidates (invited for interview), it is important that each candidate be asked the same core interview questions and be afforded the same opportunities (time, conditions, etc.) to perform any such skill/work samples. The Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator are available to provide assistance and/or guidance to hiring officials regarding the development of selection criteria, interview questions, and any appropriate skill/work samples.

8. Consideration of Special Factors Under Federal and State Law

- a. The hiring official is responsible for assuring that all referred candidates receive appropriate consideration based upon reduction-in-force (RIF) priority reemployment status, promotional priority of 'career' State employees, veteran's

status, and the University's equal employment opportunity policy. The Director of Staff Employment or Employment Coordinator is responsible for providing advice or assistance to the hiring official(s) in consideration of these matters.

- b. The following is a brief explanation of special considerations that may arise during the interview and selection processes. Additional information and/or interpretation may be requested of the Director of Staff Employment or Employment Coordinator. Failure to afford appropriate consideration of these factors during the interview/selection processes may result in legal challenges.

Priority Reemployment Consideration (RIF), Exempt Policymaking and Exempt Managerial

- (1) State employees with 'career' status who have received official written notification of imminent separation due to reduction-in-force (RIF) or who have been removed from an exempt policy-making, or an exempt managerial position, for reasons other than cause, are afforded priority reemployment consideration for a period of twelve (12) months under the State Personnel Act as described in the Priority Reemployment Policy, or other legislatively-approved priority period. A State employee who is separated from a time-limited appointment is not eligible for priority reemployment consideration unless the duration of appointment extends beyond three (3) years.
- (2) State employees with 'priority reemployment' status at the time of application for a vacant position, who apply during the designated agency or university recruitment period, and are determined to meet the minimum eligibility requirements of the vacant position, will be considered as 'priority' candidates until the selection process has been completed. The nature of the priority is as follows: a State employee, officially notified of a reduction-in-force, shall receive priority consideration over all candidates who are not State employees but shall receive equal consideration with candidates who are current State employees not affected by a reduction-in-force.
- (3) Within all agencies or universities, an employee who has received official written notification of reduction-in-force, shall be interviewed for any available vacant position designated at a salary grade (or salary grade equivalency) equal to, or lower than, that held at the time of official notification; at the same banded classification, role, and competency level equal to, or lower than, that held at the time of official notification; or at a different banded classification with a journey market rate equal to, or lower than, that held at the time of official notification provided the employee:
 - has applied within the designated agency/university recruitment period;
 - meets the minimum eligibility requirements for the vacant position; and
 - is able to perform the job responsibilities in a reasonable length of time – including the normal orientation/training periods afforded to any new employee.

The Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator identifies candidates with 'priority reemployment' status and notifies the hiring official(s) accordingly. Once an eligible candidate has been identified by Human Resources, the interview and selection processes will be restricted to current State employees only. If it is determined that the eligible candidate meets the standards as described above, and is the 'best qualified' candidate from among any other current State employees interviewed for the vacant position, the candidate shall be offered the position at a salary rate in accordance with all priority reemployment salary administration policies.

- (4) Candidates with 'priority reemployment' status may also apply for position vacancies which offer promotional opportunities but will compete with other qualified candidates (both current State employees and external candidates) on an equal basis.

Promotional Priority Consideration for Current State Employees

- (1) A promotional priority consideration must be provided to all current State employees who have achieved 'career' status, as that term is defined by statute. The Director of Staff Employment and/or Employment Coordinator identifies eligible candidates. The nature of the priority is as follows: if a current State employee with 'career' status applies, and is qualified, for another State position of a higher level, and has substantially equal qualifications compared to those of the highest ranking candidate who is not a State employee, the 'career' State employee shall receive the job offer.
- (2) "Qualifications" within the meaning of this definition include all relevant education/training, work experience, and knowledge, skills, abilities, and competencies as demonstrated in the selection process bearing a reasonable relationship to the position requirements. "Substantially equal qualifications" are present when a hiring official cannot make a reasonable determination that the job-related qualifications held by one candidate are significantly better suited for the position than the job-related qualifications held by another candidate.

Veterans' Priority Consideration

- (1) In appreciation for service to the state and country during periods of war (or any other campaign, expedition, or engagement for which a campaign badge or medal is authorized by the United States Department of Defense), and in recognition of the time and advantage lost toward the pursuit of a civilian career, veterans have been granted a preference in State employment by the General Assembly. This preference applies to initial/subsequent employment, horizontal/lateral transfers, promotions, reassignments, and reduction-in-force situations. 'Veteran' status is conditional upon service in the Armed Forces of the United States on active duty, for reasons other than training, during periods of war, and with discharge under other than dishonorable conditions. To claim veteran's preference, candidates must provide an electronic copy of the DD-214 (Certificate of Release or Discharge from Active Duty) during the application process.
- (2) This preference also extends to all disabled veterans and their spouses, as well as, the surviving spouse or dependent(s) of a veteran who died on active duty during a period of war either directly/indirectly as a result of such service.
- (3) Veterans' priority consideration must be provided to all candidates possessing 'veteran' status, as that term is defined by statute. The Director of Staff Employment and/or Employment Coordinator identifies eligible candidates. The nature of the priority is as follows: if a candidate with 'veteran' status applies, and is qualified, for a position, and has substantially equal qualifications compared to those of the highest ranking candidate without 'veteran' status, the candidate possessing 'veteran' status shall receive the job offer.
- (4) "Qualifications" within the meaning of this definition include relevant education/training, years of related work experience, and other knowledge, skills, abilities, and competencies demonstrated in the selection process which bear a reasonable functional relationship to the requirements of the position. "Substantially equal qualifications" are present when the hiring official cannot make a reasonable determination that the job-related qualifications held by one candidate are significantly better suited for the position than the job-related qualifications held by another candidate.
- (5) In the event a hiring official is faced with a selection decision between a qualified 'veteran' candidate (non-State employee) and a qualified 'career' State employee who is seeking a promotional opportunity, the Director of Staff Employment and/or Employment Coordinator will advise the hiring official(s) on the appropriate priority relationship between those respective considerations.

Workers' Compensation

Employees who have been released to return to work, but are unable to return to their previous position, will be referred for positions for which they are qualified. Additionally, efforts will be undertaken to return any such employees to a permanent position assignment equivalent to that held at the time of injury.

9. Affirmative Action Consideration

- a. The University's Affirmative Action Plan mandates that hiring officials initiate affirmative or proactive action(s) in minimizing and/or eliminating any demonstrated under-representation of women and/or other ethnic minorities in the University's work force. Each year, the University's Affirmative Action Officer distributes copies of the University's plan to Vice Chancellors, Deans, Directors and Department Chairs. If the plan indicates that women and/or other ethnic minorities are under-represented in the job group in which the hiring official's vacant position occurs, the hiring official will receive information about the applicants' ethnicity and/or gender, as applicable, and may take such information into account as one of the job-related factors in the selection process. The Director of Staff Employment is available to assist hiring official(s) by providing advice or consultation regarding affirmative action considerations.
- b. The University is required by State and Federal law(s) to undertake affirmative action efforts in the employment and advancement of qualified individuals with disabilities. As such, candidates with disabilities are encouraged to self-disclose and/or identify during the application process. However, such information must be kept confidential except that hiring official(s) may be informed regarding pertinent work restrictions or any necessary reasonable accommodations (job restructuring, etc.). Candidates with disabilities who are 'otherwise qualified' for the job must receive employment consideration equal to that afforded to candidates without disabilities. The Director of Staff Employment or Employment Coordinator can provide additional details as requested, or necessary.

10. Reference Checks

The hiring official is responsible for conducting reference checks on as many referred and/or interviewed candidates as deemed appropriate, except that at least two (2) employment-related reference checks are normally required for the selected candidate. If the selected candidate is a current State employee, one work-related reference, preferably from the employee's current supervisor, may be sufficient. If possible, all reference checks should be conducted with the appropriate direct supervisor. However, the hiring official(s) is strongly encouraged to coordinate closely with the selected candidate prior to the initiation of any reference check with the present employer. Reference checks are to be recorded on the Telephone Reference Check form (HR Form 202), and submitted in conjunction with the Recommendation for SPA Appointment form (HR Form 203) and Criminal Background Check Consent Agreement.

11. University Benefits

A summary of information regarding available benefit options for SPA employees will be provided by the Director of Staff Employment to assist hiring officials in responding to candidate inquiries. However, specific questions should be directed to the Benefits Office in the Human Resources Department.

12. Employment Offers/Starting Salaries

- a. Employment offers shall not be extended to any selected candidate(s) until the Recommendation for SPA Staff Appointment form (HR Form 203) has been reviewed and approved by the Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator. Each career band/role has established minimum, contributing/journey/advanced market, and maximum rates. Hiring officials should recommend a starting salary commensurate with the vacant position's respective career band/role and designated competency level (ideally at the corresponding market reference rate). All salary recommendations are reviewed by the Human Resources Department to assure that the selected candidate's relevant education/training, work experiences, and demonstrated competencies, combined with internal pay alignment and available funding, justify the requested rate of pay/salary offer. Salary recommendations requiring exceptions to policy must receive appropriate authorization from the North Carolina Office of State Personnel.

- b. If a probationary, permanent, or time-limited employee is selected for horizontal or lateral transfer to a position within the same career band, role, and designated competency level, the salary rate shall remain unchanged (unless the current rate of pay falls below the position's respective market rate). However, if there is a posted funding constraint or if such action results in the creation of a serious internal salary disparity, the salary may be reduced.
- c. If a probationary, permanent, or time-limited employee is selected for promotion to a position designated at the same career band, role, and higher competency level; or a position designated at a different career band, role, and with a higher journey market rate; the following applies:

The salary rate shall be increased to the respective market rate corresponding to the vacant position's career band, role, and designated competency level (pending available funding and internal pay alignment). However, if there is a posted funding constraint, the salary rate may not be increased beyond this level.

- d. If a probationary, permanent, or time-limited employee is selected for reassignment to a position designated at the same career band, role, and lower competency level; or a position designated at a different career band, role, and with a lower journey market rate; the following options apply:
- The salary rate may be maintained (pending available funding and internal pay alignment); or
 - The salary rate may be decreased to the appropriate market reference rate for the vacant position's career band, role, and designated competency level; or
 - The salary rate may be increased to the appropriate market reference rate for the vacant position's career band, role, and designated competency level (pending available funding and internal pay alignment).
- e. All newly-hired SPA employees must serve a probationary period of no fewer than three (3) months and no greater than nine (9) months. Probationary employees who are selected for, and accept, another position (during this period) will remain in probationary status upon transfer to the new position. Permanent employees who are selected for, and accept, another position may not be placed in probationary status unless the employee has exercised his/her priority reemployment rights and the new position is in a different job category than their previously-held position (e.g.: Facility Maintenance Technician-Mechanical Trades transferring to Administrative Support Associate position may be placed in probationary status; Executive Assistant transferring to Administrative Support Associate may not be placed in probationary status).

13. Recommendation for Appointment

- a. Once the interview process has been completed, and a selected candidate identified, a Recommendation for SPA Staff Appointment form (HR Form 203), Telephone Reference Check forms (HR Form 202), and an appropriately signed Criminal Background Consent Agreement is to be submitted to the Director of Staff Employment. Additionally, a copy of any interview questions and/or work samples used in the selection process should be submitted along with the Recommendation for SPA Staff Appointment form (HR Form 203).
- b. After the Recommendation for SPA Staff Appointment form (HR Form 203) has been reviewed and determined to be in compliance with all requirements regarding equal employment opportunity, affirmative action/veteran's/current State employee (promotional) priority preferences, the Human Resources Department will forward written notification (via email) to the hiring official confirming authorization to proceed with an offer of employment to the selected candidate.
- c. If the selected candidate accepts the offer of employment, the hiring official must provide written notification (via return email) to the Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator confirming the salary offer and the anticipated date of employment. Upon receipt, the Director of Staff Employment will provide written confirmation of the offer of employment to the selected candidate via formal offer letter. Hiring officials should instruct applicants to bring all forms of identification necessary to establish identity and employment eligibility on their first day of employment - an unexpired passport; or a photo ID

card, social security card, or certified birth certificate.

- d. If the selected candidate declines the offer of employment, the hiring official must provide notification (via return email) to the Director of Staff Employment, Employment Coordinator, or Employment Advertising Coordinator indicating his/her intentions to proceed with the selection of a second choice candidate, request additional candidates, reopen recruitment activities, or other desired action (e.g.: cancellation of recruitment activities).
- e. Once a candidate has accepted, and a start date has been confirmed, the Human Resources Department will forward written notification (via system generated email) to all candidates who were referred, but not selected.
- f. If a current University employee is selected for, and accepts, an offer of internal transfer, a two-week notice is required of the employee unless otherwise waived by the present supervisor. Given that this notice is designed to allow time to initiate recruitment activities and to prepare for the resulting transition, it is recommended that leave (of any type) not be requested, or used, during this period of time.

14. Communication with Applicants

- a. It is the responsibility of the Director of Staff Employment, Employment Coordinator, Employment Advertising Coordinator, and Front Office Coordinator to respond to any/all inquiries received from candidates for classified (SPA) position vacancies.
- b. Written notification (via system generated email) is forwarded to all applicants acknowledging receipt of their respective application materials and providing explanation of the selection process. Applicants are also provided information regarding the application process for additional or future vacancies.
- c. Candidates who were referred (but not selected) receive written notification (via system generated email) to inform them of the selection and to provide information regarding the application process for future vacancies of interest.
- d. The Human Resources Department responds to all applicants who inquire (via email, telephone, or in person) as to current vacancies or the status of their respective application(s). Specific inquiries from candidates regarding their non-selection rationale for a particular vacant SPA position should be referred to the Human Resources Department.

15. Appeals Process

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

- the person alleging the violation applied for the position in question during the open application period;
- the person alleging the violation was not hired into the position in question;
- the person alleging the violation was among the pool of the most qualified applicants;
- the successful applicant for the position was not among the pool of the most qualified candidates;
- 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.

16. Applicant Files

- a. Application materials for all advertised vacancies are maintained in an electronic applicant tracking database (People Admin) which retains candidate demographic, historical, and disposition information (Not Qualified, Qualified, Most Qualified), as well as, vacancy-specific demographic/historical information including the vacancy posting, and a list of recruitment sources utilized.

- b. In accordance with equal employment opportunity laws and regulations, applications for employment are maintained in the automated applicant tracking database (People Admin) for a period of no less than five (5) years before being purged.
- c. Additionally, hard copy selection records are maintained in the Human Resources Department for a period of four (4) fiscal years before being purged.

17. On-Boarding of New SPA Staff

All newly hired SPA staff employees shall report to the Human Resources offices (222 King Building) on the first day of employment to:

- Establish identity and employment eligibility in compliance with the Immigration Reform and Control Act of 1986, by completing USCIS Form I-9. Such action must be completed prior to, or concurrent with, the beginning of employment. Failure to complete this form within the first three (3) days of employment may result in separation. New employees are encouraged to bring the following forms of ID (either an unexpired passport, or a photo ID and social security card or certified birth certificate);
- Confirm United States employment authorization via E-Verify system;
- Complete Federal and State tax withholding forms (W-4, NC-4);
- Complete Pre-Employment Agreement Regarding Overtime Compensation;
- Complete North Carolina Retirement System Reemployment form;
- Complete Personnel Profile for SPA Permanent Staff;
- Complete Academic Records Verification form (as necessary);
- Complete Direct Deposit Enrollment form (voided check required);
- Receive Authorization for Faculty/Staff ID card and Parking Privileges form;
- Be scheduled for a two-day New Employee Orientation session (first and third Tuesday and Wednesday of each month).

18. Employment of Relatives

Members of an immediate family shall not be employed within the same agency if such employment will result in one member supervising another member of the employee's immediate family, or if one member occupies a position which has influence over another member's employment, promotion, salary administration or other related management or personnel considerations. The term 'immediate family' includes wife/husband, mother/father, sister/brother, daughter/son, grandmother/grandfather, and granddaughter/grandson. Also included is the step-, half-, and in-law relationships based on the listing in this paragraph. It also includes other people living in the same household who share a relationship comparable to immediate family members (e.g.: domestic partners, foster parents, etc.) that shall be understood to refer to a degree of closeness of relationship which would suggest that problems might be created within the work unit, or that the public's perception of fair play in providing equal opportunity may be compromised.

19. Age Limitations

The minimum employment age, except for law enforcement officers, is eighteen (18). Law enforcement officers must be at least twenty (20) years of age. There is no maximum age for employment.

20. Monitoring and evaluation

Human Resources staff will periodically review program data to assure that all related activities are in compliance with the University's merit-based recruitment and selection plan. Human Resources staff will compile and publish an annual summary of recruitment and selection activities for the Chancellor and/or other senior management officials. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors/trends. Additionally, Human Resources staff will maintain strict compliance with all reporting and/or plan update requirements as mandated by the North Carolina Office of State Personnel.

21. Communication and Training

This document is available on the University's Human Resources web site: <http://hr.uncc.edu>. Departments or units may distribute this memorandum to any applicant, employee, or other member of the general public upon request. Recipients

of this memorandum are responsible for disseminating this information to all staff/personnel in their respective location(s).

In addition, on-going training (regarding the merit-based recruitment and selection plan) is offered through the LEAD (Leadership Enhancement and Development) program - a mandatory four-week training program required of all supervisors of SPA staff (including EPA personnel who supervise SPA staff).

Questions regarding any, or all, topics covered in this Personnel Information Memorandum may be referred to the Director of Staff Employment or Employment Coordinator via telephone (7-2276), email inquiry, or by visiting the Human Resources Department (222 King Building) between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday, Eastern Standard Time (EST). Additional information or clarification may also be obtained at the following link:
<http://www.osp.state.nc.us/manuals/index.htm>.

22. Approvals

Chancellor Date

Associate Vice Chancellor for Human Resources Date

*This plan will be effective the first day of the month following receipt of approval by the State Personnel Commission.

