

ELIZABETH CITY STATE UNIVERSITY
Merit-Based Recruitment and Selection Plan & Policy for SPA Employees

Purpose

The purpose of this plan and policy is to fill positions subject to the State Personnel Act from among the most qualified individuals as required by G.S. 126. Elizabeth City State University provides equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, except where sex or age are bona fide job related employment requirements, disability or political affiliation/influence; and is based solely on job-related criteria. The process is consistently applied, nondiscriminatory, and promotes fairness, diversity, integrity and complies with all Federal and State laws, regulations, and policies. The university actively recruits from a variety of sources to achieve a diverse workforce that meets the needs and demands of the University.

Policy Statement

It is the policy of Elizabeth City State University to meet its workforce needs through systematic recruitment, selection and career support programs that identify, attract and select from the most qualified applicants for State employment, and encourage diverse representation at all occupational levels of the workforce. Selection decisions shall not be made that will constitute unlawful discrimination in violation of State and Federal law.

Ethics Statement

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

Definitions

1. **Selective criteria** - additional essential qualifications specifically related to the duties and responsibilities of the individual position.
2. **Knowledge, skills and abilities (KSAs)** -
 - X knowledge - information which makes adequate performance on the job possible;
 - X skill - a proficiency that is readily observable, quantifiable and measurable (examples include skill in typing; skill in operating a vehicle);
 - X 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 qualifications (minimum qualifications)** -minimum training and experience requirements including knowledge, 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. **Priority Re-employment** - employees scheduled to be separated or separated through reduction-in-force have priority consideration over non-state applicants. Employees who were affected by a Reduction in Force (RIF) must meet essential qualifications to receive priority.

8. **Exempt Policy-Making/Exempt Managerial** – eligible employees separated from exempt Policy making and exempt managerial positions for reasons other than just cause have priority over non-state applicants and must only meet essential qualifications to receive priority.
9. **Veterans Preference** - preference is to be given in initial employment opportunities to qualified veteran applicants.
10. **Promotional Priority** - career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.
11. **Injured-on-the-job/Workers= Compensation** - 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.

The University' s Commitment

The Chancellor, Director of Human Resources, and Senior Officers are responsible for ensuring that all hiring practices are applied consistently and equitably to ensure that the hiring process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions incorporated in G.S. 126. The university **communicates** the merit-based recruitment and selection position statement on bulletin boards, on vacancy announcements and includes the plan in the Equal Employment Opportunity Plan and on university=s web site. Additionally, **training** is provided, on a regular basis, on the hiring process to managers, supervisors and employees.

Roles and Responsibilities Within The University

1. Vice Chancellors/Deans/Department/Unit Heads provide leadership in developing and implementing merit-based procedures and demonstrate commitment and support for merit-based recruitment and selection.
2. Managers and supervisors evaluate the need for filling vacant positions; maintain accurate and current position descriptions for subordinate jobs; understand the concepts of the merit-based system and communicate the process to employees. It is the goal of each work unit to make an effort to achieve and maintain a diverse workforce; demonstrate commitment and support for merit-based recruitment and selection; make all hiring decisions based on merit principles; and document selection decisions.
3. Human Resources and Equal Employment Opportunity (EEO) staff provide daily advice and assistance to managers and supervisors; develop specific policies and procedures for merit based actions; ensure the training of managers and supervisors; monitor activities for adherence to policies and procedures; and maintain recruitment and selection data for a three-year period in order to conduct employment trend analysis.
4. Employees and applicants obtain vacancy information and submit the required materials by the established deadline. Since incomplete applications can not be considered for employment, applicants must provide complete information regarding qualifications for the advertised position.

The Pre/Recruitment Process

The hiring manager determines the need for the position to be established or filled. This process requires an assurance that the position will contribute to the goals, objectives, and mission of the work unit. The hiring manager, with assistance and guidance from Human Resources, conducts a job analysis including a review of the duties, responsibilities, and qualifications of the position and revises the position description, if necessary.

Job analysis may be necessary when there is a change in the duties and responsibilities that impact qualifications required. The hiring manager and Human Resources ensure that the critical tasks, knowledge, skills and abilities, training and experience requirements, including necessary selective criteria to successfully perform the duties, are identified. Information from the job analysis and position description serve as the guide to drafting the vacancy announcement. Human Resources certifies that the vacancy announcement meets the requirements of State policy.

The hiring manager and Human Resources determine the appropriate option in posting a vacancy (internal to the university, state government, or external) and whether additional recruitment sources (professional journals, newspapers, web sites and technical colleges/universities) are needed to target specific audiences.

Prior to the vacancy closing, the hiring manager, in consultation with Human Resources, determines selection criteria to be used in the final evaluation process. This is done by reviewing the Applicant Screening/Rating/Ranking Report and determining the appropriate criteria according to job class or specific duties in a particular position. Selection criteria utilized should be objective, (based upon job-related knowledge, skills and abilities) and applied consistently to all applicants.

The Screening/Selection Process

All applications are submitted to Human Resources. Applicants who submit applications on or before the closing date to Human Resources are eligible for employment consideration. Human Resources screens the applications to determine qualified applicants. Applications are forwarded to the hiring manager in alphabetical order. If there are more than 10 qualified applicants, a second level of evaluation is conducted to determine those that are most qualified. When there are 10 or less applications meeting the essential qualifications, all are forwarded to the hiring manager in alphabetical order. If the quality of applications forwarded is deemed insufficient, the hiring manager may choose to re-advertise the position.

Human Resources analyzes the applications in order to determine those that meet essential qualifications and clearly exceed essential qualifications. Those applications that clearly exceed essential qualifications will be a manageable number to refer to the hiring manager in alphabetical order.

If there are no applicants that clearly exceed the essential qualifications, the applications meeting essential qualifications are forwarded to the hiring manager and become the pool of most qualified applicants, or a decision is made to re-advertise the vacancy.

Applications that indicate priority considerations are reviewed by Human Resources to determine eligibility and to ensure that appropriate priority is given during the selection process. These priorities include:

- priority re-employment for Reduction in Force employees,
- priority re-employment for exempt policy making/exempt managerial employees,
- promotional priority,
- Veterans preference,
- Workers Compensation return to work priority.

Review, Selection and Approval Process by Management

§ Chancellor/Senior Officers may elect not to use a panel for direct report positions with the approval of the Human Resources Director. The hiring manager, with assistance from Human Resources, identifies potential panel members. Panel members involved normally do not report directly to the hiring manager and serve on the panel until the position is filled.

- Each application is acknowledged by written letter upon receipt.

§ When evaluating applications, panel members (3-5 members recommended) appoint a chairperson, include at least one member from the same or a closely related field to the vacant position, include a Human Resources representative as an advisor to ensure that merit-based policies and procedures are applied consistently throughout the process, familiarize themselves with selection guidelines, represent the university's diversity in selection consideration, maintain the confidentiality of the material they review and provide a list of applicants to be interviewed to Human Resources for scheduling. Special permission may be granted by the Director of Human Resources to the panel to schedule interviews.

- § The final selection recommendation/decision is made from among the most qualified applicants. Applicants with priority re-employment are also given appropriate consideration. The hiring manager utilizes selection criteria that is objective and based upon job-related KSAs. The hiring manager documents the selection process and justifies the hiring recommendation and/or decision. Human Resources provides guidance and assistance to the hiring manager at any time during the selection process.
- § When the applicant package is returned, The Equal Employment Compliance Officer reviews for employment/re-employment priorities, recruitment analysis, completeness of documents, return of original applications, and return of rating and ranking sheets for each panel member. The Equal Employment Compliance Officer verifies that the selection decision is valid, fair and free from discrimination, based upon job-related requirements and preferences, and based upon merit, and not based upon political influence or political affiliation.
- § The hiring manager, Dean or Department/Unit Head and/or Vice Chancellor provides the approvals on the Recommendation for Personnel Action Form. The Director of Budget certifies the availability of funds to support the hire. The Director of Human Resources makes the offer for employment to the selected candidate. All unsuccessful candidates for the position are notified, in writing, that the position is filled.

Documentation of Process

The university maintains documentation of the merit-based recruitment and selection process in order to support the decisions and provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures. A file is maintained for each hiring event (by position) for a minimum of three years. Each file contains:

- X 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)
- X vacancy announcement
- X recruitment sources
- X selection tools and criteria
- X applications received
- X priority re-employment inventory/register
- X selection/decision log
- X inventory of applicants as unqualified, qualified, and most qualified
- X recruitment and selection checklist

Appeal Rights

If an applicant has reason to believe he/she is denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office of Administrative Hearings, 424 N. Blount Street, Capehart-Crocker House, P. O. Drawer 27447, Raleigh, North Carolina 27611-7447, Telephone number (919) 733-2698, within 30 days of written notification that the position is filled if all of the following conditions apply:

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

Additional Appeal Rights for Career State Employees

The following additional appeal rights exist for a career state employee who may file a complaint regarding the selection process and hiring decision made by the university. Appeals must be filed within 30 days after receipt of notice of non-selection and may be appealed directly to the State Personnel Commission under procedures

established by the Commission.

- § A violation of the Reduction-In-Force policy of the university including denial of priority consideration as provided by the Reduction-In-Force policy;
- X A violation of the Promotional Priority Policy of the university.
Human Resources is available to answer questions and provide assistance to employees or applicants regarding the use of appeal rights procedures.

Monitoring/Evaluation

Human Resources periodically reviews program data across the university to ensure the recruitment and selection activities comply with the university's plan and compiles an annual summary of selection activity for the Chancellor which includes analysis of the impact on demographic groups, exceptions to policy, and other relevant factors. Human Resources also complies with the reporting and plan update requirements for the Office of State Personnel.

Director of Human Resources Date

Chancellor Date

