

OSHR 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 Human Resources Act from among the most qualified individuals.

In the recruiting and selection process, the Office of State Human Resources will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, 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 State Human Resources Director and Senior Management officials accept responsibility for ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment to and support of the recruitment and selection plan.

The State Human Resources Director and Senior Management officials accept responsibility for ensuring that the recruitment and selection process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions. Positive efforts will be made to recruit qualified individuals including minorities, women and persons with disabilities for applicant pools.

Ethics Statement The citizens of North Carolina and the state workforce deserve strong assurances that knowledge, skills, and abilities (KSAs/competencies) are the basis for state government hiring decisions, not political patronage. In order to assure the integrity of state government, 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.

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OSHR Merit Based Recruitment and Selection Plan (Continued)

Communication The Office of State Human Resources will implement strategies to inform employees, applicants, and the general public of the recruitment and selection plan.

After approval is received from the State Human Resources Commission, employees will be informed of the recruitment and selection plan and processes through an e-mail announcement. The Plan will be located on the OSHR internal website. Employees may also contact the HR Officer with questions.

**Role
Definitions/
Expectations**

The State Human Resources Director and Senior Management officials are responsible for providing leadership in developing and implementing procedures and demonstrating commitment to and support of recruitment and selection.

Senior Management will be oriented to the recruitment and selection process and will be responsible for ensuring the recruitment and selection process is followed in their respective groups.

Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions for subordinate jobs; understanding the concepts of the merit-based system and communicating the process to employees and applicants; making every effort to achieve and maintain a diverse workforce; demonstrating commitment and support for merit-based recruitment and selection; making all hiring decisions based on merit principles; and, documenting selection decisions.

The HR Officer, along with the Equal Employment Opportunity (EEO) Officer is responsible for demonstrating commitment and support for merit-based recruitment and selection. The HR Officer is responsible for providing technical advice and assistance to managers and supervisors; developing agency specific policies and procedures for merit based actions (including criteria for use of panels); ensuring the training of managers, supervisors, and panel members on a variety of issues relating to recruitment and selection; monitoring recruitment and selection activities for adherence to merit-based policies and procedures; and maintaining recruitment and selection data in order to enable employment trend analysis.

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OSHR Merit Based Recruitment and Selection Plan (continued)

Role Expectations/ Definitions (continued)

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 accurate materials for the vacancy by the established deadline.

Pre- recruitment/ Recruitment Activities

The Office of State Human Resources will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of OSHR.

The hiring manager will:

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

Job analysis is necessary only when there is a change in the duties and responsibilities that impacts qualifications required. Therefore, if a current, accurate job analysis already exists for a given job type; there is no need to conduct a new one for each individual vacancy. For example, in instances where there is a high volume of positions in a class, frequent turnover in a class, or little job change, there will likely not be a need to conduct a new job analysis each time a vacancy occurs. If there is a job analysis on file that accurately assesses the position, it is not required to conduct another one.

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

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OSHR Merit Based Recruitment and Selection Plan (continued)

Pre-recruitment/ Recruitment Activities (continued)

Information from the job analysis and position description will guide the hiring manager in drafting the vacancy announcement. The HR Officer will ensure the vacancy announcement meets the requirements of State policy. In addition, the EEO Officer will also review the vacancy announcement.

The hiring manager and HR Officer will determine the appropriate option in posting a vacancy (internal to OSHR, state government, or external). Vacancies will be posted on the main OSHR website. As appropriate and/or needed, additional recruitment sources will be used to target specific audiences, including professional journals, newspapers, and technical colleges/universities.

Prior to the vacancy closing date, the hiring manager will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related KSAs/competencies, and be consistently applied to all applicants in the final section pool. The HR Officer should be consulted for assistance and will review selection tools and procedures. Some examples of selection tools include structured interview, in-basket exercises, skills tests and reference checks.

Selection Process

A. Definitions

- 1) Selective criteria - additional minimum qualifications specifically related to the duties and responsibilities of the individual position
 - 2) Knowledge, skills, and abilities (KSAs/competencies); competencies
 - knowledge - information which makes adequate performance on the job possible
 - skill - a proficiency that is readily observable, quantifiable, and measurable (examples include skill in typing; skill in operating a vehicle)
 - ability - capacity to perform an activity at the present time
 - competencies - sets of knowledge, skills, and abilities demonstrated on the job
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OSHR Merit Based Recruitment and Selection Plan (continued)

Selection Process (continued)

- 3) Preferences - Specific types of experiences, degrees, licenses, KSAs/competencies, or other selection factors above those minimally required to perform the duties and responsibilities of a position
- 4) Qualified - those applicants whose credentials indicate the possession of training and experience, selective criteria and KSAs/competencies included in the vacancy announcement.
- 5) Most qualified - the group of applicants who, to the greatest extent, possess qualifications which exceed the minimum requirements described in the vacancy announcement.

B. Differentiating qualified and most qualified applicants

- 1) Determining qualified applicants

The HR Specialist will screen all applications to determine which applicants meet minimum qualification requirements, including any selective criteria.

- 2) Determining most qualified applicants

For those applicants meeting minimum qualifications, a second level of evaluation will be conducted to determine those applicants that are most qualified. Applications are evaluated to determine to what extent minimum qualifications are exceeded in order to identify the most qualified.

Panels may be used for this second level of evaluation, particularly where positions are technically complex and/or organizationally sensitive. However, in instances where qualification requirements are readily evaluated, management may opt not to use panels to determine the most qualified.

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OSHR Merit Based Recruitment and Selection Plan (continued)

Selection Process (continued)

Applications are grouped according to those that do not meet minimum qualifications, those that meet minimum qualifications, and those that clearly exceed minimum qualifications. Those clearly exceeding minimum qualifications should be a manageable number to refer to the hiring manager. Any further analysis must continue to be based upon the job-related qualifications identified in the vacancy announcement. Applications are referred to the hiring manager in alphabetical order.

If there are no applicants who clearly exceed the minimum qualifications, the applications meeting minimum qualifications are forwarded to the hiring manager. A decision may be made to re-advertise the vacancy.

Applications referred to the hiring manager must be reviewed in relation to all applicable policies and issues.

- C. Use of panel/individual for evaluation process for determining most qualified applicants

Key Points:

- applications will not be sent directly to the hiring manager
- panel/individual members involved normally do not report directly to the hiring manager
- the HR Officer will identify individual/panel members
- individual/panel members will maintain the confidentiality of the material they review

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- 1) When a panel evaluates applications, panel members will:
 - be selected from the same or closely related field to the position being filled
 - include the HR Officer as an advisor to ensure that merit-based policies and procedures are consistently applied
 - receive orientation/training on selection process
 - consist of 2-5 members depending upon the number of applicants being rated
 - appoint a chairperson
 - 2) When an individual evaluates applications, he or she will:
 - possess knowledge of job subject matter or receive training
 - receive orientation/training on selection process.
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Employment/ Reemployment Priorities

The HR Specialist 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. This will require, in some instances that applications of individuals with certain priorities will be included among those referred to the hiring manager. All individuals involved in application evaluation, including the hiring manager, will receive advice and guidance from the HR Officer regarding the priority consideration that must be afforded.

Consideration must be given to applicants that have the following priorities:

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Priority Reemployment	For complete details on the priority to be afforded to individuals who have been notified of pending separation due to reduction in force, refer to the Priority Reemployment Policy in the State Human Resources Manual.
Exempt Policy-Making/Managerial	Employees separated from exempt-policy-making/managerial positions for reasons other than just cause have priority consideration. Refer to the State Human Resources Manual for additional details.
Veteran's Preference	Preference is to be given for initial employment, subsequent employment, promotions, reassignments, horizontal transfers and reduction-in-force situations to qualified veteran applicants.
Promotional Priority	Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.
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 reemployment considerations based upon maximum medical improvement.

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Making the Final Selection Recommendation/Decision

The final selection recommendation/decision will be made from among the most qualified applicants. Applicants with priority reemployment must also be given appropriate consideration. The hiring manager will utilize selection tools that are objective and based upon job-related KSAs/competencies. Any selection tool will be consistently applied to all applicants in the final pool. The hiring manager will also be responsible for documenting the selection process and justifying the hiring recommendation and/or decision. The HR Officer will be available for guidance and assistance to the hiring manager at any time during the selection process. In addition, the Equal Employment Opportunity Officer will review the selection package for consistent and equitable application of hiring criteria.

Approval Process

The hiring manager will discuss the selection recommendation with the respective Division Director. If the Division Director supports the recommendation, it will be forwarded to the State Human Resources Director for a final decision.

Notification In Writing

Applicants not selected for the position will receive timely written notice of the selection decision.

Documentation of Process

It is the practice of the Office of State Human Resources to maintain documentation of the 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.

The HR Officer will maintain a file in hard copy or in NeoGov for each hiring event for a minimum of three years. Each file will contain:

- any record of job analysis conducted for the vacancy including any additional KSAs/competencies 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
- selection/decision log
- inventory of applicants

Monitoring/ Evaluation

The HR Officer will maintain program data across OSHR to ensure the recruitment and selection activities are in compliance with the Office of State Human Resources's plan.

An annual summary analyzing selection activity will be prepared by the EEO Officer for the State Human Resources Director. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors. The Office of State Human Resources will also comply with the reporting and plan update requirements consistent with other Cabinet agencies.

Appeals Process

If an applicant has reason to believe (s)he was denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office of Administrative Hearings (OAH) 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

OSHR Merit Based Recruitment and Selection Plan (continued)

Pre-Recruitment, Recruitment, and Selection Processes Office of State Human Resources

Pre-Recruitment

A. Hiring Manager Assesses Need for Position

- Review Strategic Plan
- Assess need for the position to ensure it contributes to meeting the goals, objectives and mission of the work unit
- Consult with Division Director
- Justify Position
 - Budget
 - Disciplinary Actions
 - Reduction in Force (RIF)
 - Openly Recruit?

B. Hiring Manager Assesses Responsibility and Level of Position

- Conduct a job analysis including a review of the duties, responsibilities, and qualifications of the position, and revise the position description, if necessary
- Identify Knowledge, Skills, and Abilities (KSAs/competencies): the hiring manager should assure that the critical tasks, KSAs/competencies, and training and experience requirements (T&E), including any selective criteria, necessary to successfully perform the duties of the position have been identified.
- Prepare or Update the Job Description if needed
- Obtain necessary approvals

C. Hiring Manager Will Prepare Vacancy Announcement for Posting on the NeoGov system

- Contact OSHR HR Officer and obtain Vacancy form to complete
- Develop a Brief Summary of Duties
- List KSAs/competencies
- Add any supplemental questions, if desired
- Add any Management Preferences, if desired
- Indicate Type of Posting: Hiring Manager and HR Officer will determine the appropriate option for posting the vacancy (i.e., Internal to OSHR (OSHR Only), Internal to State Government (All NC State Employees), or Internal to and External of State Government (Any Interested Parties). Request

to post for Internal to State Government or Internal to OSHR must be accompanied by justification to the HR Officer.

- Determine Timeframes: All vacancies will be posted for at least the minimum posting period required by the State Human Resources Policy.
- Vacancy Announcement forwarded to OSHR HR Officer for posting on the NeoGov system

Recruitment

D. OSHR HR Specialist and HR Officer Manages Applicant Tracking on NeoGov system

- OSHR HR Specialist reviews applications for minimally qualified ones and refers them to SMEs (Subject Matter Expert) to identify the most qualified pool
- SMEs will identify applicants deemed most qualified and the HR Officer will place the applicants on the eligible list
- OSHR HR Officer will refer the applicants placed on the eligible list to the hiring manager

E. Hiring Manager Determines Selection Method

- Determine Type of Interview: Panel or Hiring Manager (Panel is encouraged)
- If Panel Interview: Identify Panel Members (HR Officer provides guidance for Panel)

F. Hiring Manager Develops Selection Tools

- Prior to the vacancy closing date, the hiring manager will determine any selection tool(s) (skill testing, assessment center, structured interview, etc.) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related KSAs/competencies, and be consistently applied to all applicants in the final selection pool.
- Develop exercises/simulations, recruit/train assessors, determine benchmark answers, make schedule, etc.
- Choose location and time and gather materials needed

G. Applications Evaluated and Categorized by OSHR HR Specialist and SMEs

- OSHR HR Specialist determines if Applicants are Not Qualified (NQ) or Qualified (Q), and any applicable employment/reemployment priorities.
- OSHR HR Specialist sends notification to those applicants Not Qualified via e-mail on the NeoGov system
- OSHR HR Specialist refers the Qualified applicants to SMEs who will determine the Most Qualified Pool (MQP)
- The SMEs refers the MQP to the HR Officer who then send the MQP applications and related documents to the hiring manager via the NeoGov system

H. Hiring Manager Reviews Applications

- Interview Panel/Hiring Manager determines those to be interviewed based upon criteria outlined in the vacancy announcement

Selection

I. Schedule/Arrange Method of Selection

- Interview Panel/Hiring Manager conducts selection process
- Interview Panel/Hiring Manager determines top applicants
- Hiring Manager conducts reference checks
- Employment/Reemployment Priorities are considered (RIF, exempt policy making, veteran's preference, workers' comp, exempt managerial, promotional priority, etc.)
- Hiring Manager documents recommendations (must be able to justify decision)
- Obtain Supervisor's and Division Director's signatures on Applicant Selection Decision Form indicating approval

J. Completed Applicant Selection Decision Form to OSHR HR Officer Indicating Top Three Candidates for Approval Process

1. EEO Officer Approval
2. State Human Resources Director Approval
3. Budget Officer Approval
4. HR Officer Approval

K. Selection-Notification Process

- Hiring Manager makes offer
- OSHR HR Officer sends “offer letter” to selected applicant
- HR Specialist sends e-mail via NeoGov system to applicants not selected for the position
- OSHR HR Officer maintains recruitment package on file for three years

C. Neal Alexander, Jr.
State Human Resources Director

Date

Charlene Shabazz
HR Manager/HR Officer

Date