Human Resources
Recruitment & Selection Guidelines

For Assistance Contact:

Nancy McPherson, HR Recruitment: 335-3786
Paula Bowe, Classification & Compensation: 335-3251
Paula Gassaway, EEO Officer 335-3776

Human Resources encourages all employees participating in the recruitment process to review this document. For your convenience, sections which may be more relevant to certain groups are noted here.

Hiring Manager – Sections 1 through 11

Search Committee Chairperson – Sections 3 through 9

Committee Member – Sections 4 through 7
I. Vacant Position / Establishing New Position

To fill a Vacant Position:
- Determine the competency level desired for the position (SHRA only)
- Review the position description to determine if any changes or updates should be made to the position. (Position descriptions are available via PeopleAdmin.)
  - For assistance with position descriptions, contact Paula Bowe, Class & Comp.
- If no changes need to be made to the position, proceed to Section II.

To establish a New Position:
- Manager determines need for new position
- Complete job description using either:
  - Career Banding Position Description Form (SHRA positions only)
  - EHRA Position Description Template

Documents can be accessed via the HR webpage under Forms & Documents
- Contact Paula Bowe, Class & Comp for consultation.

If temporary coverage is needed during the recruitment period, contact Nancy McPherson, HR Recruitment for assistance.

II. Beginning the Recruitment Process

(For assistance regarding the Recruitment process, contact Nancy McPherson, HR Recruitment)

Complete the Posting
- Complete the Request to Post a Position form and the ECSU Chancellor’s Approval form – both located under Forms & Documents on the HR web-page
- Complete each form in its entirety. The Request to Post a Position requires:
  - Budget Approval
  - Class & Comp Approval
  - EEO Approval
  - Chief Human Resources Officer Approval
- Nancy McPherson, HR Recruitment will then post the position
- Nancy McPherson will generate the posting for the position in PeopleAdmin
  - All positions will post for a minimum of 5 business days and a maximum of 30 days (exceptions apply to the maximum)

External Advertising Sources
All jobs are advertised on the ECSU website via PeopleAdmin at https://jobs.ecsu.edu
- All jobs will additionally be posted to HigherEd Jobs
- Additional advertising will be handled by the department and must first be cleared through Human Resources.
- Advertising costs will be charged to the department.

Supplemental Questions
Supplemental questions are included in the position posting and used as a pre-screening tool for committees.
Each applicant is required to answer each question in order to complete the application process.

Hiring managers are encouraged to request up to 5 supplemental questions on the Request to Post a Position form.

Disqualifying questions will be designated as appropriate. This determination is made by HR. Applicants who answer the disqualifying questions unsuccessfully will not make it to the Active applicant pool and therefore will not be seen by the committee.

Each supplemental question will have an associated score.

Scoring is used to highlight applicant qualifications and should not be used as a disqualifier. The committee should review all applicant materials of Active applicants.

III. Forming the Search Committee

- The requested search committee shall be designated on the Request to Post a Position form.
- The committee member participation should be confirmed prior to submitting the Request to Post a Position form.
- The hiring manager may not serve on the committee.
- Hiring managers should meet with their committee chairperson to provide desires and expectations for position. *Continue to communicate throughout the process.* The hiring manager and chairperson are responsible for ensuring the process continues to move forward.
- The hiring manager should have no discussion of applicants with any member of the committee until the committee has finalized their decision and notified HR.
- Search committees should consist of permanent ECSU employees or organizationally relevant parties. Exceptions may apply for executive positions or positions located outside of the ECSU campus.
- When selecting committee members, a diverse team is required. To help ensure an equitable process, the committee should be diverse in both race and gender.
- The committee size should range from 3-5 members including the chairperson. Exceptions may apply.
- All committee members are required to receive HR training for the recruitment process and PeopleAdmin system.
- Any change of committee members will require additional EEO approval.
- IMPORTANT: Committee members must be present for every candidate interview. If a committee member misses one interview, he/she must be removed from the committee and any ratings from interviews attended would be deemed invalid.

IV. Developing the Interview Questions

- The requested interview questions shall be designated on or attached to the Request to Post a Position form.
- Interviews should not be scheduled unless the committee has received the EEO approved interview questions.
- Managers should review Interview Questions: Legal Considerations. This document can be accessed via the HR webpage under Forms & Documents or by contacting HR Recruitment.
Consider open-ended, behavioral-based questions that encourage the candidate to share job related information. Closed-ended (yes/no) questions should be used sparingly.

Interview questions should be derived from the position description.

**Any change to the interview questions will require additional EEO approval.**

**SHRA Positions** (formerly SHRA)

- There should be at least one question relevant to each competency for the position. **Label each question with the corresponding competency.**
- Additional questions may be included that may not directly apply to the competencies. (refer to Interview Questions: Legal Considerations for guidance)

### V. Applicant Review

- The search process has officially begun once committee members receive the instructional email titled “Confidential: Search Committee Assignment”
- Committee members will access all relevant search process documents via PeopleAdmin. https://jobs.ecsu.edu/hr
- Each committee member will utilize their employee credentials to log-in to the system (same username/password used for computer and email)
- A careful review of all documents submitted by the applicant should be performed. Supporting documents may vary depending on position or applicant.
- The initial step is to narrow the applicant pool to a Most Qualified pool. The committee should identify the Most Qualified applicants in the Rating column with MQ. These applicants should have the most education and experience as relevant to the position description.
- Utilize the **Guide to Completing the Applicant Rating Report** (form found in list of Internal Posting Documents within PeopleAdmin)
- **Non-selection reasons must be recorded on the Rating Report for every non-selected candidate.** (forms found in list of Internal Posting Documents within PeopleAdmin)
- Only use the current non-selection reasons as listed on the Non-Selection Reasons Rating Report Instructions. (form found in list of Internal Posting Documents within PeopleAdmin)
- HR Recruitment will manage all status changes of non-selected applicants within PeopleAdmin. The chairperson or hiring manager will be responsible for changing the status of the candidate selected for hire.
- **Veteran’s Preference** applies to applicants that meet the minimum qualifications of the position. Veteran’s Preference is relevant for all position types. A brief of the policy is provided to the committee via the Internal Posting Documents within PeopleAdmin. It is also available at https://files.nc.gov/ncoshr/documents/files/Veteran%20Preference.pdf. **Note:** If an applicant is not qualified for the position then Veteran’s Preference does not apply.

**SHRA Specific Recruitment Priorities**

- Reduction in Force (RIF) applicants may be entitled to priority consideration. (The 12-month priority period begins from the date of initial notification of reduction in force.) Contact HR Recruitment for guidance if an applicant indicates RIF priority.
State Government Employees with career status (12 consecutive months of service) who are applying for a promotion have priority over applicants who are not considered career status employees or who are not employed by the state of NC. Contact HR Recruitment for guidance if an applicant indicates this priority.

VI. The Interview

- **Candidates for interview shall be selected from the Most Qualified pool (applicants designated as MQ).**
- **Once candidates for interview have been identified, forward the list to Nancy McPherson, HR Recruitment via email for Recruitment and EEO reviews.**
- The candidates will be screened by Nancy McPherson, HR Recruitment to ensure they meet the qualifications for the position.
- The approved candidate list will be forwarded to Paula Gassaway, EEO Officer for a diversity review.
- The Chairperson will be notified via email when the committee may schedule interviews.
- Interviews should be scheduled **only after** the candidate list has cleared the HR reviews.
- The committee is responsible for scheduling all interviews.
- Interviews may be held as Skype, In-person, or by telephone.
- All interview candidates should be asked identical questions. Only the questions approved by the EEO Officer may be asked. Follow-up questions are permitted.
- All questions must be legal and non-discriminatory. (refer to Interview Questions: Legal Considerations located under Forms & Documents on the HR web-page)
- **Committee members should take notes during the interview process and submit these to the chairperson to be submitted with the search package.**
- ALL documentation used in the selection of candidates should be given to the committee chairperson at the close of the search. The chairperson will include all committee Rating Reports and Interview Notes in the final Search Package and forward to HR Recruitment. (Please do not return training materials, applicant materials -such as application/résumé, policies, or instructions to HR. Applicant items such as application/résumé/cover letter/transcripts/etc. should be shredded.)

VII. Submitting the Search Package

- The chairperson should review all documentation submitted by the committee members and ensure the following items are complete:
  - Committee member has signed Rating Report, Interview Notes, and any other relevant documents.
  - All candidates not referred to the hiring manager should have a non-selection reason code identified in the ‘Non-Selection Reason’ column on the Rating Report and Compilation Sheet. (Relevant codes are located on the Non-Selection Reasons Instruction sheet.)
  - Ensure each committee member has filled in the rating section of the Rating Report for each candidate. There should be either an X or Q for each criteria listed. The ‘Rating’ column should have either X, Q, or MQ. The
‘Committee Interview’ column should have either X, Q, MQ. (If there is only one interview the BQ candidate can be identified in this column.) If the committee takes part in a second interview, the ‘Final Interview’ column should have either X, Q, MQ, or BQ for each candidate that received a second interview.

- Top 2-3 candidates referred to hiring manager should be designated MQ in committee interview column.
- Note: If hiring manager requests committee select the best qualified candidate, only one BQ should be designated. This is the candidate selected for hire.
- Applicants that are not selected for interview should have a dash in the Committee Interview and Final Interview box.
- All documentation used in the selection process should be signed and submitted.

Incomplete search packages will create a delay in the hiring process and will be returned for correction.

VIII. Identifying the Final Candidate

- Chairperson & Committee designate 2-3 top candidates as MQ on the Rating Report & refer them to hiring manager in unranked order. Or, at hiring managers request, the committee may designate the single Best Qualified candidate for hire.
- The chairperson will compile data from the Rating Reports of all committee members and record on the Compilation Sheet.
- Hiring Manager may interview referred top candidates to make final determination of Best Qualified candidate.
- The Chairperson & Hiring Manager shall discuss qualifications of Best Qualified candidate.
- Hiring Manager shall consult with Paula Bowe, Class & Comp regarding salary.

IX. Verification of Candidate

- Chairperson or Hiring Manager contacts Best Qualified candidate with Offer of Interest utilizing template provided by HR.
- Once the candidate requests to proceed with the process, the Chairperson may proceed.
- Under the Recommendations tab of the applicant’s application, click ‘Send’ to generate a ‘Reference Request’ to each of the references named on the application.
- Chairperson completes employment verifications using designated HR form ‘Employer Reference Check form’ after confirming consent on the application.

X. Completing the Hiring Proposal

- The hiring manager will complete a Competency Assessment on the best qualified candidate for all SHRA positions. (form located under Forms & Documents on the HR web-page) Contact Paula Bowe, Class & Comp for guidance.
- The hiring manager will complete the Chancellor Approval form. (form located under Forms & Documents on the HR web-page)
- The hiring manager will generate the hiring proposal via PeopleAdmin.
  - Login to PeopleAdmin
  - Select the Hire module
  - Select the correct User Type (try highest authority first)
  - Click Postings and either EHRA or SHRA as relevant
  - Select the posting of interest
  - Select the Applicants tab
  - Click name of candidate designated as Recommend for Hire
  - Click Start PD Hiring Proposal

For assistance, contact Nancy McPherson, HR Recruitment

- The workflow of the hiring proposal is: supervisor, dept/unit head, division head, budget, EEO officer, chief human resources director. (A hiring proposal started at a higher authority level would eliminate steps for lower level approval.)

XI. Finalizing the Process

- Once the search package is received by HR Recruitment, it will be audited.
- Nancy McPherson will move forward with the hiring process once a completed search package is received to include the hiring proposal. (Completed means ALL documents received without error.)
- The chairperson of the committee will complete the verification process. (Exception: Academic Affairs positions will be verified by Ms. LoraAnn Bareliff.)
- Nancy McPherson will perform verification of criminal background.
- Chancellor approval requested
- Paula Bowe, Class & Comp will contact the prospective employee with the official offer of employment once the verification package and background check is complete and Chancellor approval is received. (For questions regarding the remainder of the on-boarding process, contact Paula Gassaway.)

If a supervisor/manager is requesting to waive the search process, a well-documented and defensible justification must be submitted. The justification will be reviewed by the Chief Human Resources Officer and the Chancellor.