

Recruitment and Selection Guidelines

NC STATE UNIVERSITY

DIVISION OF HUMAN RESOURCES

Human Resources
Campus Box 7210
Phone (919) 515-2135; Fax (919) 515-7543

Table of Contents

I.	When a Position Becomes Vacant.....	3
II.	To Begin Recruitment.....	3
	A. Complete the Online Vacancy Notice.....	3
	B. Recruitment Options.....	3
	C. Additional Advertising.....	3
	D. Time-Limited Positions.....	4
	i. Staff.....	4
	ii. EPA.....	4
	E. EPA Waivers.....	4
III.	Application Screening.....	4
IV.	Interviewing.....	5
	i. Staff.....	5
	ii. EPA.....	5
	A. Staff Recruitment Priorities.....	5
	i. Affirmative Action Candidates.....	5
	ii. Reduction in Force (RIF).....	5
	iii. State Government Employees.....	5
	iv. Veterans.....	5
	v. Disabled on the Job Employees Worker’s Compensation).....	6
	B. Interview Questions.....	6
V.	Reference and Background Checks.....	6
	A. Reference Checks.....	6
	B. Background Checks.....	6
VI.	Prior to Making an Offer.....	7
	A. Determining Pay	7
	B. Completing the Hiring Proposal.....	7
	C. Work Authorization for Final Candidate.....	8
	D. Making the Job Offer.....	8
VII.	After Offer is Accepted.....	8
	A. Notification to Candidates Not Selected.....	8
	B. Relocation Assistance.....	8
	C. Dual Career Assistance.....	8
	D. Travel Reimbursement.....	8
	E. Retention of Paperwork.....	9
	i. New Hire File.....	9
	ii. Search File.....	9
	F. Finalizing the Search.....	9
VIII.	If Offer is Declined.....	9

Recruitment and Selection Guidelines

I. When a Position Becomes Vacant

- Schedule the departing employee for an exit interview. Contact Employee Relations, 515-6575, for Staff and EPA Professional interviews. Contact the Office for Equal Opportunity, 515-3148, for Faculty interviews.
- Review the position's classification.
 - For Staff vacancies, call Classification and Compensation, 515-7175, to discuss changing the classification, if needed.
 - For Faculty and EPA Professional vacancies, contact the Academic Personnel Coordinator, 513-0765, for classification issues, if needed.
- EPA vacancies require the formation of a search committee. Departments are encouraged to schedule a search committee orientation with an Equal Opportunity Officer, 515-3148, and an Employment Consultant.
- Consider the need for a temporary employee to fill the gap through the recruitment period. Contact University Targeted Staffing (UTS) at 515-7060.

II. To Begin Recruitment

A. Complete the Online Vacancy Notice

- Access the Online Employment System, <http://jobs.ncsu.edu/hr>.
- Complete the Vacancy Notice.
- Submit the Vacancy Notice to Human Resources for posting. The Hiring Official routes the Vacancy Notice to the Unit Affirmative Action Officer.

Note: All EPA vacancy notices require the approval of a Dean, Director, or Department Head prior to the Affirmative Action Officer's approval.

- Please see the *Hiring Manager's User Guide to the Online Employment System* (online at: <http://www.fis.ncsu.edu/hr/employment/pdf/hiremanGuide.pdf>) for detailed instructions on completing the vacancy notice and using the Online Employment System.

B. Recruitment Options

- *Internal search*-Open to current, permanent NC State University employees. You may change an internal posting to an external search if you are not satisfied with the initial applicant pool.

Note: Temporary employees working at the University are not eligible to apply for internal vacancies.

- *External search*-Open to internal or external candidates.
- All Staff vacancies must be posted for a minimum of 5 business days.
- All EPA vacancies must be posted for a minimum of 30 days.
- All jobs are advertised on our web site (<http://jobs.ncsu.edu>). External vacancies are also posted on Hot Jobs (www.hotjobs.yahoo.com) and Inside Higher Ed (www.insidehighered.com). EPA jobs are only posted on Hot Jobs upon request.

Note: Vacancies will remain advertised until you inform your Employment Consultant that you wish to close recruitment or the Employment Consultant makes the decision to close the recruitment due to the number/quality of referrals you have received.

C. Additional Advertisements

- Contact your Employment Consultant if you wish to place any external advertisements. Your

Employment Specialist can assist you in writing the ad to ensure the best exposure for your vacancy.

- All ads need to be reviewed and approved by your Employment Specialist prior to use.
- All external advertisements must include the following AA/EOE and sexual orientation clause: “AA/EOE. In addition, NC State welcomes all persons without regard to sexual orientation.”

D. Time Limited Positions

i. Staff

- Time-Limited status is noted on the vacancy notice.
- Individuals filling Time-Limited positions are not eligible for reduction-in-force (RIF) priority or severance pay if the position ends prior to the individual obtaining permanent status (three years).
- The Time-Limited Acceptance form must be signed by selected candidate. The form should be sent to Employment Services; a copy should be kept in the department personnel file.
- Time-Limited Acceptance form, <http://www.fis.ncsu.edu/hr/forms/employment/TimeLtdAccept.pdf>

ii. EPA

- EPA Time-Limited recruitments are for persons who will be employed for at least three months at .75 FTE (full-time equivalency) or greater.
- Post-Docs can be appointed for 5 years; non Post-Docs can be appointed for two one-year terms.
- Time-Limited appointment requests are submitted using the Online Employment System, <http://jobs.ncsu.edu/hr>. They are reviewed and approved by the Academic Personnel Coordinator, 513-0765.

E. EPA Waivers

- Waiver requests should be submitted using the Online Employment System, <http://jobs.ncsu.edu/hr>.
- Waivers are approved at the discretion of the Vice Provost for Equal Opportunity.

III. Application Screening

- Human Resources receives and processes all Staff applications. Applications are screened based on State requirements, departmental requirements, and preferences. The most competitive applicants will be referred to your vacancy.
- Applications for EPA searches are referred directly to the hiring official; Employment Consultants do not screen EPA applicants.
- Review applications online at <http://jobs.ncsu.edu/hr>.
- For more information on how to view applications, please see the *Hiring Officials User Guide to the Online Employment System*, <http://www.fis.ncsu.edu/hr/employment/pdf/hiremanGuide.pdf>.

IV. Interviewing

i. Staff

- You may begin interviewing candidates while the position is still advertising.
- You may only interview candidates that Employment Services has referred to you.
- You must interview at least two people if more than one is referred.

ii. EPA

- An Interim Report must be completed and approved in the Online Employment System prior to conducting interviews. This process can occur while the position is open. Multiple Interim Reports can be submitted.
- The Interim Report must be approved by:
 - The Hiring Official
 - The Dean, Director, or Department Head
 - The Affirmative Action Officer
 - The University Affirmative Action Officer

A. Staff Recruitment Priorities

i. Affirmative Action Candidates

- Your Employment Consultant will make sure you have selected a group that is representative of the applicant pool in regard to Affirmative Action.
- Your Employment Consultant will notify you if your position is targeted for female and/or minority applicants.
- The University's Affirmative Action plan requires the minimization or elimination of the under-representation of women, minorities and disabled persons in the work force.
- The University's Affirmative Action plan is updated yearly.
- If the plan indicates that women and/or minorities are under-utilized in a job group, hiring officials are encouraged to take pro-active measures to remedy the under-representation.

ii. Reduction in Force (RIF)

- Your Employment Consultant will inform you if there are RIF candidates for your vacancy.
- In the effort to assist RIF candidates and place them back within the University the RIF candidate will be interviewed and if it is determined that they can perform the essential functions of the position, the candidate is offered the position at a salary set in accordance with the salary administration policies.

iii. State Government Employees

- State Government employees with career status (24 consecutive months of service) who are applying for a promotion have priority over applicants who are not employed by the State of NC.

iv. Veterans

- Veterans have preference over non-veteran applicants when the veteran's overall qualifications are substantially equal to those of the best-qualified non-veteran in the applicant pool.

v. Disabled on-the-Job Employees (Worker's Compensation)

- NCSU 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.
- Every effort will be made to place the employee in a permanent assignment equivalent to the assignment held at the time of injury.

Note: Your Employment Consultant can provide more details regarding these priorities and preferences.

B. Interview Questions

- Ask questions that are legal and non-discriminatory.
- Ask open-ended behavioral-based questions that encourage the candidate to share job related information. Closed-ended (yes/no) questions should be used sparingly.
- Ask the same questions of all candidates in your interview pool.
- Create a list of questions you would like to ask and use this list to guide you through all interviews.
- See Sample Interview Questions <http://www.fis.ncsu.edu/hr/forms/employment/SampleIntvQues.pdf> ; and the Pre-Employment Inquiry Guide <http://www.fis.ncsu.edu/hr/forms/employment/PreEmployInq.pdf>
- We recommend the Behavioral Based Interviewing class offered by Training & Organizational Development. To register for the class visit: <http://www.fis.ncsu.edu/hr/tod/> .

V. Reference Checks and Background Checks

A. Reference Checks

- Satisfactory reference checks are a condition of employment for new employees. It is your responsibility to obtain at least **two work-related** references for your final candidate. A few guidelines.
 1. Maintain confidentiality.
 2. Obtain approval from the applicant before calling current employers.
 3. Ask only legal questions and document your results.
 4. Keep all reference responses in the search file.
- We recommend using a standard form to check all references and document everything on that form.

B. Background Checks

- Final candidates for faculty, EPA non-faculty, SPA, and post-doctoral positions, as well as final candidates for temporary appointments (other than NC State students where work is incident to their role as a student) are subject to background checks.
- Current employees will also be subject to background checks when they transfer jobs or if their current position changes duties in such a way that makes a background check appropriate.
- Criminal history and sex offender checks are conducted for all positions. A credit history or motor vehicle check is appropriate for some positions based on position responsibilities.

Note: For assistance or questions regarding background checks, contact the Background Check Program at 513-4424.

VI. Prior to Making an Offer

- Close recruitment. Contact your Employment Consultant to close.
- Conduct Reference Checks.
- Determine the salary you wish to offer and complete the Hiring Proposal in the Online Employment System.

A. Determining Pay

- Compensation is based on competency levels (contributing, journey, advanced) and labor market rates for each occupational area. These rates are set by the Office of State Personnel.
- Within each band, departments determine salary based on several factors:
 1. Budget and the availability of funding
 2. Market pay
 3. Competencies
 - a. Minimum qualifications for the band
 - b. Related education and experience
 - c. Duties and responsibilities
 - d. Specialized training, certifications and licenses
 4. Equity within your department
 5. Current salary and total compensation
- If the final candidate is hired at a different band level than the position advertised, you need to complete the Competency Assessment for Banded Positions on your candidate. Form link: <http://www.fis.ncsu.edu/hr/forms/classcomp/cmpasfrm.pdf> . Attach the competency form on the “Attachments Tab” in the Online Employment System before submitting the Hiring Proposal. You may also need to provide Classification and Compensation with additional information on how the position has changed to require higher level competencies.

B. Completing the Hiring Proposal

- Change the status of all candidates to:
 - Interviewed-Not Hired
 - Not Interviewed-Not Hired
 - First Choice
- For all candidates who were not hired, indicate the “reason” (i.e. Second Choice, Unable to Contact, etc.).
 - Note: Applicants will not be able to view their status until an offer has been accepted and the vacancy is moved to “filled” in the system. At this point, they will see the “status” but not the “reason”.
- Complete the required fields in the HIRING PROPOSAL tab and route to the appropriate person.
 - The Hiring Proposal must be approved by:
 - The Hiring Official,
 - The Dean, Director, or Department Head

- The Affirmative Action Officer before submitting to Human Resources.

Note: Some departments also have a Departmental HR approval level. Check with your Personnel Representative to find out if you have a Departmental HR approval level.

Note: EPA positions go to the Office of Equal Opportunity for final approval.

- You will receive an automatically generated email confirming approval of your Hiring Proposal.

C. Work Authorization for Final Candidate

- If an individual is selected who may need authorization to work in the United States, please contact International Employment Services at 513-7525.

D. Making the Job Offer

- Once you have received the e-mail confirming approval of your Hiring Proposal, you should contact your candidate by phone to make the job offer contingent on the successful completion of a background check and follow up with a confirmation in writing.
- The background check release form should be attached as well and can be found at: <http://www.fis.ncsu.edu/hr/forms/employment/background/checkrelease.pdf>

VII. After Offer is Accepted

A. Notification to Candidates Not Selected

- You are required to send notification letters to all interviewed applicants.
- Copies of these notification letters should be maintained in the search file.

B. Relocation Assistance

- NC State offers a relocation program, **Moving With The Pack**, that provides hires with assistance in home sale/purchase, temporary living arrangements, area tours, preferred moving services, and international resettlement services.
- Please refer to the following website for more information: www.movingwiththepack.com.

C. Dual Career Assistance

- Employment Services offers this program to assist the spouse/partner of new employees with searching for employment in the RTP area.

D. Travel Reimbursement

- Travel expenses for prospective employees may be reimbursed according to University Accounting guidelines.
- Please refer to the following websites for information on travel reimbursement:
http://www.fis.ncsu.edu/controller/travel_reimburse/Default.asp
http://www.fis.ncsu.edu/controller/tax/moving_expenses.asp

E. Retention of Paperwork

i. New Hire File

- A department personnel file should be created for your selected candidate. This should include the new hire's application, resume, etc.
- This file will remain active for as long as you employ this person and will be retained for two years after the employee separates.

ii. Search File

- Retain a search folder that contains interview questions, notes from all interviews, and all documentation pertinent to the hiring decision.
- This file should be retained for **two years** from the last date of activity.

F. Finalizing the Search

- Mark your vacancy as filled in the Online Employment System.
- Your Departmental Personnel Representative will enter your new employee in the Human Resources System and have the individual complete necessary paperwork.
- New Hire forms can be found at: <http://www.fis.ncsu.edu/hr/fd/nhs/forms/default.asp>
- New Hire checklist can be found at: <http://www.fis.ncsu.edu/hr/new-hire/pdf/nhchecklist.pdf>

VIII. If Offer is Declined

- Notify your Employment Consultant with the reason the candidate declined.
- If it has been less than 60 days since the recruitment closed, the Hiring Official may submit a Hiring Proposal on the second choice candidate, conduct additional interviews from the original applicant pool, or repost the vacancy
- After 60 days since the recruitment last closed, the Hiring Official must repost the vacancy from previous.

If you have any questions, we are glad to help! **Call us at Employment Services (515-2135).**