

## RECRUITMENT AND SELECTION GUIDE

### INSTRUCTIONS

Print and read this document to prepare for your pre-class assignment. You may also want to review or save for later use the following online guides:

- **Recruitment Strategies Guide** containing creative methods for attracting and hiring highly qualified employees, tips on recruiting a diverse pool of applicants, and analyzing staffing needs at [http://www.ncdhhs.gov/humanresources/hrservices/recruitment/recruiting\\_strategies.htm](http://www.ncdhhs.gov/humanresources/hrservices/recruitment/recruiting_strategies.htm)
- **Vacancy Guide for Hiring Managers** – a guide on how to create effective vacancy announcements at [http://www.ncdhhs.gov/humanresources/hrservices/recruitment/vacancy\\_announcements.htm](http://www.ncdhhs.gov/humanresources/hrservices/recruitment/vacancy_announcements.htm)
- **Guide to Checking References** - how to check references to lead to the best hiring decision at [http://www.ncdhhs.gov/humanresources/hrservices/recruitment/guide\\_reference\\_s.htm](http://www.ncdhhs.gov/humanresources/hrservices/recruitment/guide_reference_s.htm)

### INTRODUCTION

In compliance with Executive Order 113 (as amended by EO 30) and legislation of Senate Bill 886, the Department of Health and Human Services has instituted a Merit-Based Employment Program (MBE). The intent of merit-based employment is to provide for open and fair selection of highly qualified persons for state government employment. Merit based employment processes are designed to assure that the recruitment and selection of highly qualified candidates for employment are based upon specific job-related knowledge, skills, abilities, and work behaviors.

The task of recruiting and selecting qualified applicants is the prime responsibility of the Hiring Manager (HM). The HM, along with upper management, is responsible for determining if the vacant position fits the current or future needs of the unit, defining what selection criteria should be used to advertise the position, determining how the applicant pool will be screened, and choosing which selection tools will be used to identify the final candidate that best fits the job.

### PRE-RECRUITMENT/RECRUITMENT PROCESS

- Evaluate the job to determine current needs for the position. What were the duties and responsibilities of the last employee? Does the position meet the mission, goals and objectives of the work unit?
- Identify if the position description is current. Does it accurately reflect the duties, responsibilities, and recruitment standards (minimum education and training specifications for the job class)?
- Determine the impact of any changes in the position description.
- Analyze changes for impact on the position classification.
- Consider EEO Goals for underrepresented job classes.
- Define the selection criteria (the essential skills, knowledges, experiences and training required to be successful in the position).

- Write the vacancy announcement including a brief description of work, required knowledge, skills, and abilities, and training and education requirements as stated in the class specification.
- Prepare Request for Posting Form and submit to the Human Resource Office for posting.

## **STEPS FOR POSTING A VACANCY**

1. A Hiring Manager (HM) may post a vacancy as soon as the employee resigns.
2. HM completes a Request for Posting Form and sends it to Human Resources (HR).
3. HM consults with HR to define what selection criteria should be used to advertise the vacancy.
4. HR reviews the vacancy announcement to ensure compliance with posting policy requirements (*OSP Personnel Manual, Section 2 page 1-5*). HR approval is required before a vacancy may be posted.
5. HR staff posts approved vacancy announcement to the Personnel Management Information System (PMIS) or BEACON SAP system announcing the opening statewide and on the Internet.
6. DHHS vacancy announcements are typically posted for minimum of 14 calendar days (or 10 working days); and may be posted a minimum of 5 working days per state personnel policy. The HR manager in consultation with the hiring manager may decide to reduce the posting period to only 5 working days when it is expected that a sufficient number of qualified and diverse applicants will apply within this time period. Continuous recruitment classes may also be posted for a minimum of 5 working days.
7. HR receives signed NC job applications no later than 5:00 p.m. on the last day of the posting period. All applications are reviewed against the selection criteria to determine if they are minimally qualified.

## **SELECTION PROCESS**

*Important Note:* The HM determines the selection tools (see below) to be used in making selection decisions, prior to the closing date of the vacancy announcement.

### **Samples of Selections Tools, which may be used, include the following:**

**Application** (review and scrutinize carefully looking for incomplete or unclear information related to qualifications, training, education, experience, and work history).

**Structured Interview** (prepare open-ended situational questions related to the skills necessary for the position).

**Skills Testing** (consult with your HR Representative before administering any tests. They will work with you to assure tests are job-related, valid, and reliable).

**References** (Documents applicants' past performance and behavior).

*Important Note:* **Merit-Based Employment allows the hiring manager to receive all qualified applications and determine the pool of highly qualified applicants.** The HR representative is responsible for conducting the initial screening and evaluation to

determine the pool of “qualified” applicants. The hiring manager will establish the benchmark criteria that will be used to determine the applicants which are deemed “highly qualified” (those applicants who, to the greatest extent, possess qualifications that exceed the requirements as described in the job vacancy announcement). In accordance with merit-based employment policy, interviewing and final selection decisions shall be made from among the pool of “highly qualified” applicants.

### **Steps in the Selection Process**

- HM verifies receipt of all applications listed on the Applicant Selection Log (DHHS Form 6124). He/she notifies HR if there are any discrepancies.
- HM reviews Form 6124, giving appropriate consideration to those applicants eligible for Priority Employment Consideration, which are listed on the form as Promotional, Reduction in Force (RIF), or Veterans. *Note: Individuals who are displaced from their current position due to Workers' Compensation injury may also have priority. HR managers will be notified of such situations. (OSP Manual, Section 2, Recruitment and Selection, defines how to apply priority status or DHHS RIF Manual).*
- HM determines which candidates to interview based on the qualifications and management preferences described in the vacancy announcement (Minimally Qualified RIFs must be interviewed).
- HM conducts structured interview using open-ended questions (see “examples of open-ended questions”) based on the behavior or Dimensions (see Dictionary of Dimensions) for the position. The same questions are asked of each interviewee and all selection tools used are applied fairly and consistently.
- HM checks references on finalist candidates to verify work history and obtain information on past job performance.
- HM documents selection decision using Form 6124. He/she indicates reasons for selection and non-selection for all applicants using the Applicant Selection Codes List (provided by the HR Office). HR asks managers to provide a brief written justification, as well as appropriate selection codes, especially where the non-selected candidates have priority consideration.

## **MERIT-BASED EMPLOYMENT**

### **(Frequently Asked Questions):**

#### ***What determines most highly qualified applicants?***

Applicants who “clearly exceed” the minimum job requirements listed in the selection criteria (knowledge, skills and abilities and minimum education and experience) are considered most highly qualified. A candidate “clearly exceeds” the minimum job requirements when it is demonstrated on the application that he/she has the required KSAs, education and experience.

To make a qualification determination one should be familiar with the job specific requirements. To assist in determining “highly qualified,” a benchmark may be established for use with the current applicant pool. The quality of applicants will vary, as well as, the number of highly qualified applicants. For example, if a job requires 2

years of experience, a decision could be made that applicants who have 5 years of experience would be “highly qualified” if they have the required KSAs. However, an applicant with 2 years and 10 months of experience would be minimally qualified.

It may be more difficult for HR to determine which applicants are highly qualified. In these cases, it is preferable that individuals familiar with the job functions participate in the screening process to ensure candidates are highly qualified.

***When are management preferences used in the screening and selection process?***

Management preferences are the additional selective criteria that management can add to a vacancy announcement as long as they are job-related. Management preferences supplement the KSAs and minimum training and experience requirements. They are not minimum recruitment standards; therefore, they cannot be used exclusively to screen applicants from being highly qualified. Management may use preferences in a selection decision to justify why one applicant should be selected over other applicants. Examples include additional years of experience, relevant licenses or certifications, direct experience in a particular field of work, etc.

***When do I use a screening panel?***

This is management’s decision. A panel typically includes five to seven subject matter experts who are knowledgeable of a particular field or job, an HR representative as well as the agency’s EEO designee. HR works collaboratively with the subject matter experts to ensure employment laws are considered.

***What is continuous recruitment?***

Continuous recruitment identifies certain job classes that have historically experienced recruitment and retention problems. They are continuously posted until either an adequate number of qualified applicants are received or until vacant positions are filled.

***If my agency has a class that OSP and DHHS approved for continuous recruitment, does that mean our agency has to always continuously recruit for that job class?***

No. Through OSP, the State Personnel Commission approves the job classes that are listed as continuous recruitment. This approval may mean DHHS is experiencing difficulty with recruitment or retention of a job class or that only a few agencies within DHHS are experiencing geographic problems for the approved job class. An individual agency’s decision to continuously recruit should be based on experience with that job class and the difficulty in attracting qualified applicants. If an agency typically has numerous qualified applicants on hand, then it could be assumed there is not a need to continuously recruit.

***Is the agency required to list a position number and closing date when they continuously recruit for a position?***

No. If a position is listed for continuous recruitment, the agency accepts applications for any vacancies within the job class and not for a particular position vacancy or position number.

***There are a few options in this area:***

Option 1: If there are constant turnover and recruitment problems for the job class and few applications are received, the agency may continuously recruit with no closing date and no position number.

Option 2: If there is constant turnover and recruitment problems for the job class, but the agency applicant pools fluctuate, the agency may want to continuously recruit for a period of time with a fixed closing date. This allows the agency to increase the applicant pool to an adequate number of qualified applicants.

Option 3: If there are no turnover and recruitment problems, the agency is not permitted to continuously recruit.

***What are the employment priorities to be considered during the recruitment/selection process?***

1. Policy Making/Confidential Exempt (10 or more years of prior subject service) – GS 126-5(e)1: When an employee is removed from an exempt position and has more than 10 years of prior service subject to the State Personnel Act (including the 12 months immediately preceding placement into the exempt position), he/she must be placed into a position for which s/he qualifies within 35 miles of the exempt position at the grade and salary of his/her most recent subject position.
2. Promotional Priority – GS 126-7.1(c): A career state employee applicant has priority for a position over a non-state employee applicant, if the state employee's qualifications are substantially equal to the non-state employee. A "qualified" but not "highly qualified" state employee is not entitled to this priority over a "highly qualified" non-state employee. In most, if not all cases, a "highly qualified" state employee is entitled to this priority over a "highly qualified" non-state employee unless it can somehow be proven by clear and convincing evidence that the "highly qualified" state employee's qualifications are substantially below the "highly qualified" non-state employee's qualifications. A state employee does not have promotional priority over a former state employee with RIF rights.
3. Reduction in Force – GS 126-7 (c)1: An applicant who has RIF re-employment rights has priority for a position for which he/she is "qualified" (even if he/she is not highly qualified) over all non-state employee applicants. A RIF applicant does not have any priority over state employee applicants. (see DHHS RIF Manual)
4. Policy Making/Confidential Exempt (Less than 10 years of prior subject service) – GS 126-5(e)(1): When a career employee is removed from an exempt position without cause and has less than 10 years of prior service subject to the State Personnel Act, the employee, if qualified, has a one time priority to any position at or

below the grade and salary of his/her last subject position over all other applicants except for the applicants covered by No. 1 & 3 above and qualified state employee applicants who have more cumulative state service. The priority must be satisfied within one year.

5. **Veteran's Preference:** GS 126-82: Veterans' preference is to be applied to eligible veteran applicants at initial employment with the State and extends to other employment events, including subsequent hirings, promotions, reassignments, and horizontal transfers, and to veterans with RIF rights. Applying veterans' preference to an eligible applicant may render them qualified for a position when they would not have otherwise qualified or may elevate them from the "qualified" to the "highly qualified" category. Priority must be given to the veteran applicant over other applicants only when the veteran applicant's qualifications (after veteran's preference is applied) are substantially equal to other applicants who do not enjoy any of the other employment priorities and entitlements listed herein.

### ***Does Worker's Compensation supersede all priorities?***

Yes. Worker's compensation is a legal obligation and employees who have been injured on the job and have reached their maximum medical improvement have rights to a position for which they qualify and can perform regardless of their relative qualifications.

## **TIPS FOR CONDUCTING AN EFFECTIVE INTERVIEW**

### **DO'S AND DON'TS**

#### **DO:**

- Be courteous and on time.
- Leave sufficient time at the end of the interview for any questions the applicant may have regarding the job or the interview process.
- Set an agenda for the interview.
- Greet the applicant in a friendly manner (introduce other interviewers when applicable) and state the purpose of the interview.
- Invite the applicant into the interview area and provide comfortable seating. Whenever possible, conduct the interview outside of your office to avoid interruptions and to help relax the interviewee. (Hold your phone calls.)
- Review the interview agenda and note that you will be asking questions, taking notes and the applicant is free to do the same; all candidates must be asked the same questions for consistency.
- Ask "open-ended" questions (*see \* examples below*).
- Ask questions related to gaps in employment.
- Allow the applicant time to answer and ask questions.
- Explain how this position fits into the department and division's organizational structure.
- Ask your list of questions allowing time for follow-up and clarifying questions.
- Keep the interview on track.
- Close interview by asking if the applicant has any further questions.

- Let the applicant know the next step in the selection process and give him/her a projected timeframe for notification of decision.
- Thank the applicant for his/her time.

### **DON'T:**

- Don't dominate the interview – allow the applicant to speak as much as possible.
- Don't ask illegal questions or questions not directly related to the job (see \*\* *examples below*).
- Don't ask questions or make comments that reveal your own attitude or feelings.
- Don't be overly friendly or familiar with the applicant; your conduct should be professional at all times.
- Don't go into the interview 'cold', not having reviewed the applicant's qualifications and background as well as your prepared questions.
- Don't be controlling or overbearing; allow the applicant to feel comfortable enough to respond to your questions and ask his/her own questions.
- Don't ask too many questions which require only a simple 'yes/no' response.

### **\*EXAMPLES OF OPEN-ENDED QUESTIONS**

- Would you tell me about a job experience where you had to use planning (or describe a work situation that didn't go as you had planned and how did you work your way through the situation).
- How would you describe...
- What do you feel are...
- What are some of the reasons...
- How did you happen...
- What are some of the situations...

### **\*\*EXAMPLES OF NON-JOB RELATED QUESTIONS**

- Are you married, divorced, separated, or single?
- How old are you?
- Do you go to church regularly?
- Do you have many debts?
- Do you own or rent your home?
- What social and political organizations do you belong to?
- What does your spouse think about your career?
- Are you practicing birth control?
- Were you ever arrested?
- How much do you weigh?
- How tall are you?



**N.C. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION OF HUMAN RESOURCES  
RECRUITMENT/SELECTION DOCUMENTATION  
REQUEST FOR POSTING**

Division: \_\_\_\_\_ Section/Unit: \_\_\_\_\_

Location/County: \_\_\_\_\_ Pos. No: \_\_\_\_\_

Class Title: \_\_\_\_\_ Working Title: \_\_\_\_\_

Work Schedule: \_\_\_\_\_ Date Position is Available: \_\_\_\_\_

Recruitment Hiring Range: \$ \_\_\_\_\_ to \$ \_\_\_\_\_ Budgeted Salary: \$ \_\_\_\_\_

Salary Grade: \_\_\_\_\_ or Salary Grade Equivalent if career banded: \_\_\_\_\_

Competency Level: \_\_\_\_ (Contributing, Journey, or Advanced – applicable only to career banded classifications)

If part-time, number of hours per week: \_\_\_\_\_

If time-limited, duration of time-limit: (e.g. 12 months, 6 months) \_\_\_\_\_

Internal Posting: DHHS: \_\_\_\_\_ State Government: \_\_\_\_\_ (Requires HRD – Recruitment Services approval)

Is this a new position or have the duties changed for this position?  Yes  No If yes, please attach updated position description and if necessary, a revised organizational chart.

Briefly explain purpose/description of work and major duties:

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Required Competencies [knowledge, skills, abilities and behaviors]:

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Additional **preferred** knowledge, skills, abilities, training, experience [If you need information on the minimum required *training & experience*, contact your Human Resources office]:

Indicate plans for additional recruitment efforts if known [i.e., advertising in a newspaper, professional journal, on-line Internet source outside OSP]; **or** provide your name/phone number if you would like to be contacted to discuss recruiting options.

Required license or certification: \_\_\_\_\_

Physical Requirements (ADA) \_\_\_\_\_

### EQUAL EMPLOYMENT OPPORTUNITY INFORMATION

Does the department's EEO Plan indicate a need for outreach recruitment?  Yes  No

If yes, indicate ethnic group(s):

	<u>Male</u>	<u>Female</u>
<input type="checkbox"/> White (non-Hispanic)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Black (non-Hispanic)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Hispanic (Mexican, Puerto Rican, Cuban, Central or South American, other Spanish origin regardless of race)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Asian (including Pacific Islander)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> American Indian (including Alaskan native)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Persons with disabilities	<input type="checkbox"/>	<input type="checkbox"/>

Additional recruitment resources to be used for outreach recruitment (newspapers, professional journals, colleges/universities, etc.)

EEO Designee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**APPROVAL:**

\_\_\_\_\_  
Hiring Supervisor's Name (Printed)                      Date

\_\_\_\_\_  
Human Resource Manager                                      Date

\_\_\_\_\_  
Hiring Supervisor's Signature

**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**HUMAN RESOURCES DIVISION**  
**APPLICANT SELECTION CODES**

- A. AVAILABILITY
  - 1. contacted but declined interview
  - 2. unable to contact
  - 3. withdrew from consideration
  - 4. accepted another offer of employment
  - 5. position offered but applicant declined
  - 6. failed to show for interview
- B. EXPERIENCE
  - 7. application review shows insufficient work history
  - 8. sufficient experience but less than the selected candidate
  - 9. interview indicated insufficient experience
  - 10. application review shows insufficient skill level
  - 11. applicant lacks current license or certification
  - 12. application review shows unstable work history
- C. EDUCATION
  - 13. sufficient education/training but less than recommended candidate
  - 14. lacks directly related education/training
  - 15. could perform duties only after extensive training
  - 16. BFOQ (ADA); cannot meet physical requirements
- D. INTERVIEW
  - 17. interview showed inconsistency with application information
  - 18. interview showed unacceptable communication skills
  - 19. interview showed lack of sufficient, directly related knowledge, skills, and abilities
  - 20. interview showed lack of understanding of the scope of the position's duties
  - 21. interview showed strong candidate, but not as strong as recommended applicant
- E. REFERENCE
  - 22. reference information indicates insufficient experience
  - 23. reference information indicates unrelated work history
  - 24. reference information indicates inadequate education
  - 25. reference information indicates inconsistency with application
  - 26. reference information shows good work record but not as strong as recommended applicant
  - 27. unable to check reference
  - 28. unfavorable reference information
- F. PRIORITY RE-EMPLOYMENT
  - 29. recommended RIF candidate
  - 30. recommended worker's compensation candidate
- G. SALARY RATE
  - 31. position funding insufficient to meet candidate's salary requirement
  - 32. candidate's salary requirement would create salary inequity(ies)
- H. SELECTION
  - 33. applicant recommended for position
  - 34. drug test positive
  - 35. criminal record check reveals criminal history
  - 36. did not pass physical requirements test





