



NC STATE UNIVERSITY

RECRUITMENT AND SELECTION GUIDELINES

*A hiring official's guide to the practices and processes of
recruitment and selection at NC State University*

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RECRUITMENT AND SELECTION GUIDELINES

I. When a Position Becomes Vacant

- Schedule the departing employee for an exit interview.
 - For SPA and EPA Non-Faculty: Contact Employee Relations at 515-6575. Exit surveys may also be completed online (http://www.ncsu.edu/human_resources/er/exitinterview.php).
 - For Faculty: contact the Office for Institutional Equity and Diversity (OIED) at 515-3148.
- Review the position description to determine if any changes or updates should be made to the position.
 - Position Descriptions may be available in the PeopleAdmin system. If changes are needed, contact the appropriate unit below depending on the type of position.
 - For SPA positions, contact Classification and Compensation at 515-7175.
 - For Faculty and EPA Professional positions, contact EPA Administration at 513-7630.
 - For Post Doc positions, contact the Integrated Services Support Center (ISSC) at 515-1996.
 - If no changes or updates need to be made to the position, proceed to the recruitment process.

*Need a temporary employee to fill the gap during the recruitment period?
Contact University Temporary Services (UTS) at 515-7060.*

II. To Begin Recruitment

A. Complete the Posting/Advertisement

- Access the PeopleAdmin system at <http://jobs.ncsu.edu/hr>.
- Create a Posting from the appropriate approved Position Description.
 - If a Position Description is not currently in the system (i.e. has not been entered since 10/31/2011 or is a new position), you must first enter the Position Description. Refer to the PeopleAdmin manual for assistance in creating the Position Description (http://www.ncsu.edu/human_resources/PeopleAdmin/pdfs/PA7_users_guide2-2.pdf).
- Submit the Posting through the college/division for review and posting.
 - SPA and EPA postings are posted by Employment Services (HR).
 - Post Doc postings are posted by ISSC.
 - NCCE postings are posted by NCCE HR.
 - Direct-hire temporary postings are posted by Non UTS users within each college/division.
- Training and reference materials for the PeopleAdmin system are available at http://www.ncsu.edu/human_resources/PeopleAdmin/training.php

EPA vacancies require the formation of a search committee. Departments are encouraged to schedule a search committee orientation with your HR Consultant in Employment Services and a member of the Office for Institutional Equity and Diversity.

B. Recruitment Options

- *Internal search* - Open to current 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 for "internal only" vacancies.*
 - Note:** *Positions targeted for affirmative action goals (AA Target) may NOT be*

- *posted as an Internal Search.*
- *External search* - Open to internal and external candidates.

Minimum Posting Periods

- All SPA vacancies must be posted for a minimum of 5 NCSU business days.
- All EPA vacancies must be posted for a minimum of 10 NCSU business days. Tenured Faculty, Tenure-Track Faculty, and SAAO-I vacancies must be posted for a minimum of 20 NCSU business days.
- Post Doc vacancies are not required to be competitively recruited. However, please follow the PeopleAdmin position creation process. The ISSC will assist in the recruiting process.
- A complete list of minimum posting periods is available at http://www.ncsu.edu/human_resources/employment/pdf/PostingProcedurestable.pdf

Note: *Vacancies will remain advertised until you inform your HR Consultant in Employment Services that you wish to close recruitment. If during the open recruitment period a significant number of applicants have applied, your HR Consultant in Employment Services may recommend closing the posting.*

C. Additional Advertisements

- All jobs are advertised on our web site (<http://jobs.ncsu.edu>). External vacancies may also be posted on Monster (www.monster.com) and Inside Higher Ed (www.insidehighered.com) upon request (at no cost to the department).
- If you wish to place any external advertisements, contact your HR Consultant in Employment Services. Your HR Consultant in Employment Services can assist you in composing the ad, advising you on resources available to ensure the best exposure for your vacancy, and facilitating the process of gathering quotes for resources.
- All ads need to be reviewed and endorsed by your HR Consultant in Employment Services 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 or genetic information."
- **IMPORTANT:** It is the responsibility of the recruiting department to maintain a *list* of all external advertising efforts as well as a *copy* of each advertisement.

D. Time-Limited Positions

i. Staff

- Time-Limited status must be noted on the posting.
- Individuals filling Time-Limited positions are not eligible for reduction-in-force (RIF) priority or severance pay if the position ends prior to three years of employment in the position.
- SPA Offer Letters include a paragraph regarding time-limited appointments. This paragraph should be maintained for offers of appointment into time-limited positions. If the position is not time-limited, this paragraph can be deleted.
 - SPA Offer Letters can be found at http://www.ncsu.edu/human_resources/employment/spaoffer.php

ii. Post Docs

- Post-Docs can be appointed for up to 5 years.

E. EPA Waivers

- Prior to initiating an EPA waiver, please contact the Office for Institutional Equity and Diversity to discuss the waiver. If approved, the Office for Institutional Equity and Diversity will provide a Waiver Code which can be entered into PeopleAdmin to confirm the waiver approval.
- Waiver requests should be submitted using the PeopleAdmin system

<http://jobs.ncsu.edu/hr>.

- Waivers are approved at the discretion of the Vice Provost for Institutional Equity and Diversity.

III. Application Review

- The PeopleAdmin system receives and processes all applications. Applications are screened based on State requirements, departmental requirements, and preferences. The most competitive applicants will be referred.
- You may review applications online at <http://jobs.ncsu.edu/hr>.
 - *For more information on how to view applications, please review the training and user guide resources available on the PeopleAdmin system via the link below:*
http://www.ncsu.edu/human_resources/PeopleAdmin/training.php.
- During your review, you may update applicant statuses to reflect the appropriate status (i.e. Not Interviewed, Selected for Hire, etc.).
Note: *Only the most qualified candidates should be interviewed.*
- In some cases, applicants will be able to view whether they remain in consideration for the position. Moving an applicant to “Not Interviewed” will show the applicant the message of “No Longer Under Consideration”. Active applicants will see “Review Underway” while they remain in consideration. Finalists who were interviewed and moved to “Not Selected for Hire” will also continue to see “Review Underway” until the posting is moved to Filled.

IV. Interviewing – The Candidate Evaluation

A. SPA

- You may begin interviewing candidates while the posting is still Open (accepting applications). We recommend closing the pool prior to initiating interviews to prevent later applicants from affecting the progress of your current interviews.
- You may only interview candidates that have been referred to you via the PeopleAdmin system and are in an active status.
- You must interview at least two people if more than one is referred.
- It is the responsibility of the Hiring Official to review applications for candidates claiming Priority (as covered under *C. SPA Recruitment Priorities* in the next section).

B. EPA

- An Interim Report must be completed and approved by OIED in the PeopleAdmin system prior to conducting interviews. This process can occur while the posting is Open or after it is Closed. Multiple Interim Reports may be submitted.
- The Interim Report must be approved by:
 - Initiator
 - Approver
 - Unit Equity Officer
 - University AA Officer

C. SPA Recruitment Priorities

i. Affirmative Action Candidates

- The University’s Affirmative Action plan is updated yearly. The University’s Affirmative Action plan requires the minimization or elimination of the underrepresentation of women, minorities and disabled persons in the work force. Based on the Affirmative Action Plan, certain positions are targeted for females and/or minorities.
- Your HR Consultant in Employment Services will notify you if your position is targeted for female and/or minority applicants.

- If the plan indicates that women and/or minorities are under-utilized in a job group, hiring officials are encouraged to take proactive measures in recruitment to remedy the under-representation.

ii. Reduction in Force (RIF)

- Applicants may indicate that they are entitled to RIF priority if they have been impacted by Reduction in Force from NC State University or another State of North Carolina agency/university. Priority is dependent on several factors.
- In the effort to assist RIF candidates and place them back within the University, the RIF Priority candidate will be given thorough consideration.
- If you identify an applicant claiming RIF Priority in your pool, contact your HR Consultant in Employment Services for verification/confirmation of priority.

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.
- Like other priorities, this is first indicated by self-report by the applicant. If you identify an applicant claiming this priority, contact your HR Consultant in Employment Services for verification/confirmation of priority.

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 apply and 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.

Your HR Consultant in Employment Services can provide more details regarding these priorities and preferences. Your HR Consultant in Employment Services will also monitor your applicant pool in an effort to assist in identifying priority candidates throughout the recruitment.

D. Interview Questions

- Your HR Consultant in Employment Services can assist you in preparing for your interviews. This may include (as requested):
 - Interview question development
 - General interview strategies
 - Logistical planning
 - NCSU resources overview
 - Participation as part of the interview panel
- Create a list of questions you would like to ask and use this list to guide you through all interviews.
- Ask the same questions of all candidates in your interview pool.
- Ask questions that are legal and non-discriminatory.
- Consider open-ended, behavioral-based questions that encourage the candidate to share job related information. Closed-ended (yes/no) questions should be used sparingly.
- We recommend the Behavioral Based Interviewing class offered by Training & Organizational Development.
 - To register for the class visit:
http://www.ncsu.edu/human_resources/tod/coursedetail.php?id=81.
- Sample Interview Questions are available on the HR website:
http://www.ncsu.edu/human_resources/forms/employment/SampleCompetencyB

[asedInterviewQuestions.pdf](#)

- Pre-Employment Inquiry Guide is also available on the HR website:
http://www.ncsu.edu/human_resources/forms/employment/PreEmployInq.pdf
- All pre-employment testing (i.e. skills testing, writing tests, etc.) must be reviewed and approved by HR Employment prior to implementation.
- Pre-Employment drug testing is required if a Commercial Driver's License (CDL) is required for the position.

V. Pursuing the Finalist(s)

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:
 - Maintain confidentiality.
 - Obtain approval from the applicant before calling current employers at the pre-offer stage.
 - Ask only legal questions and document your results.
- We recommend using a standard form to check all references and document everything on that form.
- Telephone reference guidelines are also available on the HR Forms website:
http://www.ncsu.edu/human_resources/forms/employment/TeleRefGL.pdf
- Sample Telephone Reference Questions/Form is also available on the HR website:
http://www.ncsu.edu/human_resources/forms/employment/telRefQuestions.pdf

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 incidental to their role as a student) are subject to background checks. In some cases, there may be a need to conduct additional checks. For example, others such as additional, adult residents of university-provided housing may be checked.
- Current employees may 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 513-5230.

VI. Making the Selection

- If not already done, close the posting – Contact your HR Consultant in Employment Services to close the posting.
- Conduct Reference Checks.
- Determine the salary you wish to offer and complete the Hiring Proposal in the PeopleAdmin System.
 - For assistance in using the PeopleAdmin system, please refer to the materials available at
http://www.ncsu.edu/human_resources/PeopleAdmin/training.php.

A. Determining Pay

- Compensation for SPA Positions 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 Human Resources (OSHR).
- Within each band, departments determine salary based on several factors:
 1. Budget and the availability of funding
 2. Market pay
 3. Competencies
 - i. Minimum qualifications for the band
 - ii. Related education and experience
 - iii. Duties and responsibilities
 - iv. Specialized training, certifications and licenses
 4. Equity within your department
- For SPA positions, if the final candidate is requested to be hired at a different band level than the position advertised, you will need to update the position description on file to reflect the new level of the position. This is performed through an Update action on the Position Management module within PeopleAdmin and reviewed/endorsed by the Classification & Compensation unit.
NOTE: 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

- If hiring only one candidate from the position (i.e. NOT a multiple hire recruitment) or if this is the final hire from a posting, the posting should be closed prior to initiating the Hiring Proposal.
- At the time of the Hiring Proposal, all applications currently received should have been reviewed and fully considered for the position.
- Before submitting the Hiring Proposal, change the status of all candidates to an updated status:
 - Does Not Meet Minimums – This status reflects applicants who were automatically determined to not meet the minimum requirements and/or have been determined to not meet the minimum requirements during the consideration process.
NOTE: Only utilize this status if it is clear that the applicant does not meet the Minimum Requirements advertised in the posting.
 - Not Interviewed – This status reflects applicants that were not interviewed and will not be considered further for this position.
 - Not Selected for Hire – This status reflects applicants that were interviewed but will not be selected for hire. This status only becomes available after moving the candidate to a status of Interviewed.
Note: *Applicants at this status will still see a status of “Review Underway”. Should the first choice decline, you WILL be able to reconsider these applicants. Once the posting is moved to Filled, the applicants will see a status of “Position Filled”.*
 - Selected for Hire—This status reflects the applicant that you would like to hire for this opportunity. This status only becomes available after moving the candidate to a status of Interviewed.
- For all candidates who were Not Selected for Hire, indicate the “reason” (i.e. Second Choice, Unable to Contact, etc.).
- Complete the required fields in the Hiring Proposal and route to the appropriate person.
 - The Hiring Proposal must be approved by:
 - Initiator (who starts the hiring proposal)
 - Approver (multiple approvers are possible)
 - Unit Equity Officer / Fiscal Officer (multiple officers are possible)
 - Human Resources (SPA) / ISSC (Post Doc) / University AA Officer

(EPA) / Non UTS within College/Division (Temp)

- Workflow diagrams are available on the HR website:
http://www.ncsu.edu/human_resources/PeopleAdmin/training.php

Note: Colleges/Divisions have determined who serves as Initiator and Approver for each department. Please follow departmental guidelines for approval.

Note: EPA hiring proposals go to the University AA Officer for final approval.

- You will receive an email confirming endorsement of your Hiring Proposal. An offer should NOT be extended prior to receiving this confirmation email.

VII. Extending the Offer

A. Making the Job Offer

- Once you have received the e-mail confirming endorsement of your Hiring Proposal, you should contact your candidate by phone to make the job offer contingent on the successful completion of the background check and education verification and follow up with a confirmation in writing.
- The background check release form should be attached as well and can be found on the HR website:
http://www.ncsu.edu/human_resources/forms/employment/background/checkrelease.pdf
- If a previous background check has been performed recently and you would like to check on the need for a new background check please contact the Background Check Program or complete the Verification of Prior Background Check form located on the HR website:

http://www.ncsu.edu/human_resources/forms/employment/background/VerificationPriorToCheck.pdf

B. If the Offer is Accepted

Finalizing the Search

- Finalize the Hiring Proposal:
 - Once the offer has been accepted, on the Hiring Proposal, enter the Final Accepted Salary Range. If outside of or different than the Approved Salary Range, contact your HR Consultant in Employment Services.
 - Move the Hiring Proposal to the status of Offer Accepted.
- Finalize the Posting:
 - Move the selected Applicant to Offer Accepted.
 - Move the Posting to a status of Designate as Filled.
- Your Departmental Personnel Representative will enter your new employee in the Human Resources System and have the individual complete necessary paperwork.

Notification to Candidates Not Selected

- Send notification letters to all interviewed applicants. Copies of these notification letters should be maintained in the search file.
Note: Remember that even though you are not selecting the candidate, we strive to make everyone's consideration experience at NC State a positive experience.
- Sample notification letters are available on the HR Website:
 - Sample EPA Notification Letter
http://www.ncsu.edu/human_resources/forms/employment/EPANotifit.doc
 - Sample SPA Notification Letter
http://www.ncsu.edu/human_resources/forms/employment/StaffSmpNotif.doc

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.
- More information is available at www.movingwiththepack.com.

Dual Career Assistance

- Employment Services offers this program to assist the spouse/partner of new employees with searching for employment in the area. Services include in-person consultation, resume/CV review, information on employers in the area, networking opportunities, and more. Each service can be customized based on the needs of the candidate.
- More information on the Dual Career Program is available on the HR website: http://www.ncsu.edu/human_resources/dual_career_assistance/

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/tax/moving_expenses.asp
<http://www7.acs.ncsu.edu/materialsmgmt/purchasing/guidelines/requirements/relocation.htm>

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 materials including application, resume, and any other materials submitted as part of the application.
- This file will remain active for as long as you employ this person and will be retained for **three** years after the employee separates.

ii. Search File

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

C. If Offer is Declined

- Update the Hiring Proposal to a status of Offer Declined.
- Update the applicant status in the Posting to a status of Offer Declined.
- Notify your HR Consultant in Employment Services with the reason the candidate declined.
- If it has been fewer than 60 days since the recruitment closed, the Initiator may submit a Hiring Proposal on another candidate, conduct additional interviews from the original applicant pool, or repost the vacancy
- If more than 60 days since the recruitment last closed, the Initiator must repost the posting.

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