



Merit-Based Recruitment and Selection Plan

Purpose

East Carolina University is committed to filling positions subject to the State Personnel Act from among the pool of the most qualified individuals. Candidate qualifications, knowledge, skills, abilities and other job related factors will be matched with job requirements and competencies.

In the recruitment and selection process, East Carolina University (ECU) will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, and political affiliation. The recruitment and selection process will comply with all Federal and State laws, regulations, and policies.

Commitment from Management

The Chancellor of East Carolina University, Associate Vice Chancellor for Human Resources, Vice Chancellors, Directors, Department Heads, and all managers and supervisors accept responsibility for ensuring the recruitment and selection practices are applied equitably and that the process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions. The merit-based recruitment and selection plan will also comply with established procedural guidelines issued by the Office of State Personnel. Positive efforts will be made to recruit qualified individuals including minorities, women and persons with disabilities for applicant pools. In addition, the Associate Vice Chancellor for Human Resources and the Director for Employment and Clinical Support Services will continually assess and apply contemporary human resources practices and apply best practices that meet the needs of ECU.

Ethics Statement

The citizens of North Carolina and the state workforce should be assured that individual knowledge, skills, and abilities (KSA's)/job related competencies are the basis for state government hiring decisions at East Carolina University, not political patronage. Preferential treatment will not be given to any private organization or individual based on political affiliation or influence.

Communication

The University will inform employees, applicants, and the general public of the merit-based recruitment and selection plan through various means of communications.

Employees will be informed of the merit-based recruitment and selection plan and processes through an information sheet posted on the Human Resources website at http://www.ecu.edu/cs-admin/HumanResources/Policies_and_Procedures.cfm . Additional information regarding this plan, along with a copy of the policy, will be available in the Human Resources Office.

In addition, the University will post the merit-based recruitment and selection position statement on bulletin boards where appropriate, and on the job vacancy announcement. The policy on merit based recruitment also will be in the university policy/procedure manual. Employees of the University and members of the general public should contact the Department of Human Resources at 252-328-9847 if there are questions regarding the policy.

Training

East Carolina University provides merit-based recruitment and selection training programs to its managers/supervisors and human resource staff on a scheduled basis. Special targeted training is available upon request to hiring departments and search committees. This training includes principles and procedures for the merit based recruitment and selection policy. Updates and revisions to the University merit-based recruitment and selection plan will be communicated through written materials and training sessions, as appropriate.

Role Definitions/Expectations

A. Executive Management (Chancellors, Vice Chancellor's, Deans, etc.) is responsible for leadership in developing and implementing merit-based procedures and demonstrating commitment and support for merit-based recruitment and selection.

B. Managers and supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions for jobs under their purview; 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.

C. Human Resources and the Office of Equity, Diversity, and Community Relations (EDC) staff are responsible for demonstrating commitment and support for merit-based recruitment and selection in daily operations; providing technical advice and assistance to managers and supervisors; developing university specific policies and procedures for merit-based actions; ensuring the training of managers and supervisors on a variety of issues relating to merit-based 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 conduct employment trend analysis. Individuals with responsibilities which include human

resources functions may also provide assistance and guidance to managers and supervisors. For the purposes of this plan, such individuals will be considered a part of the Human Resources staff.

D. Employees and 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 materials for the vacancy by the established deadline in the on-line recruitment system at the following site: <https://ecu.peopleadmin.com/applicants/>

Pre-recruitment/ Recruitment Activities

East Carolina University will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of the University.

The hiring manager, with assistance and guidance from the Human Resources staff, 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.

It should be noted that, as long as there is a job analysis on file that accurately describes and assesses the position, there is not a requirement to conduct another one, unless substantive changes have occurred.

The hiring manager and Human Resources staff will assure that the critical tasks, knowledge, skills, and abilities (KSAs)/job related competencies, and training and experience requirements, including any selective criteria necessary to successfully perform the duties of the position, have been identified. To expedite the process, generic KSAs/competencies may be utilized for recruitment and selection purposes when appropriate.

Information from the position description will guide the hiring manager in drafting the vacancy announcement. Human Resources staff will ensure the vacancy announcement meets the requirements of State policy.

The hiring manager and Human Resources staff will determine the appropriate option in posting a vacancy (internal to the University or external). In addition, Human Resources staff will consult with the hiring manager to determine if additional recruitment sources, such as, professional journals, websites, and newspapers, are needed to target specific audiences.

Prior to the vacancy closing date, the hiring manager or interview panel will determine any selection tool(s) that will be used in the interview and selection process. Any selection tool(s) utilized will be objective; based upon job-related KSAs/competencies required for the position and be consistently applied to all applicants in the final selection pool. Human Resources should be consulted for assistance in the selection of these tools and will be responsible for ensuring that

they are applied consistently. At the minimum, Human Resources staff will ensure that a structured interview and reference checks are conducted by the hiring manager.

Application and Selection Process

A. Definitions

Selective criteria - additional essential qualifications specifically related to the duties and responsibilities of the individual position.

Knowledge, skills, and abilities (KSAs)

- 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 (Career Banded Classes) – sets of knowledge, skills, and abilities that employees need to successfully do their job. Competencies must be demonstrated on the job, measured according to standards set by the organization, and required of the job based on the needs of the organization.

Preferences - Specific types of experiences, degrees, licenses, KSAs, or other selection factors above those minimally required to perform the duties and responsibilities of a position

Essential qualifications (minimum qualifications) -- minimum training and experience requirements including KSAs/competencies, and selective criteria included on the vacancy announcement

Qualified - those applicants whose credentials indicate the possession of training and experience, selective criteria, and KSAs/competencies included in the vacancy announcement

Most qualified - the group of applicants who, to the greatest extent, possess qualifications which exceed the essential requirements described in the vacancy announcement

B. Differentiating qualified and most qualified applicants

1) Determining qualified applicants

Applications are to be submitted to the Department of Human Resources via the on-line job site at www.jobs@ecu.edu. A designated Human Resource staff member will screen all applications to determine which applicants meet minimum qualification requirements including selective criteria. This group then becomes the pool of qualified applicants and is referred to the hiring department in alphabetical order. If the quality of applications forwarded is deemed insufficient,

the hiring manager may choose to re-advertise the position. All applicants receive e-mail notification that their application has been received.

2) Determining most qualified applicants

The hiring manager or designee will evaluate the applications that have been released by their designated Human Resources Consultant, using job related evaluation criteria, to determine those that are most qualified. Applications are evaluated to determine to what extent minimum qualifications are exceeded to determine the most qualified. If necessary, any further analysis must continue to be based upon the job-related qualifications identified in the vacancy announcement.

If there are no applicants which clearly exceed the essential qualifications, the hiring manager may determine the existing applicants to be considered as the most qualified applicant pool or a decision may be made to re-advertise the vacancy.

C. Use of panel/individual for evaluation process

1) Key Points

- Applications will be submitted to the designated Human Resources Consultant who is responsible for screening all applicants to determine whether they meet the essential qualification requirements
- Applications for those applicants who meet essential qualifications will be sent to the hiring manager, who will either evaluate for most qualified applicants or elect to form a panel. Panel/individual members involved normally do not report directly to the hiring manager
- The hiring manager and Human Resources representative will identify potential panel members
- Panel/individual members will maintain the confidentiality of the material they review and information disclosed throughout the recruitment and selection process

2) When a panel evaluates applications, panel members will:

- Be selected from the same or closely related field to the position being filled and be familiar with selection guidelines
- Represent the organization's diversity
- Consist of 2-5 members depending upon the number of applicants being rated
- Appoint a chair
- Maintain confidentiality
- Seek guidance from Human Resources, as necessary

3) When an individual evaluates applications, he or she will:

- Possess knowledge of job or receive training
- Receive orientation/training on selection process

Employment/Re-employment Priorities

Human Resources staff will review the initial applicant pool to identify applicants with priority status. All employment/re-employment 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 Human Resources staff regarding the priority consideration which must be afforded.

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

Priority Re-employment - employees scheduled to be separated or separated through reduction-in-force have priority consideration over non-state applicants. RIF candidates must only meet essential qualifications to receive priority.

Exempt Policy-Making and Exempt Managerial - employees separated from exempt policy-making and exempt managerial positions for reasons other than just cause have priority consideration over non-state applicants and must only meet essential qualifications to receive priority.

Veterans Preference - preference is to be given in all employment opportunities (promotions, new hires, reassignments, etc.) 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 re-employment considerations based upon maximum medical improvement.

Making the Final Selection Recommendation/Decision

The final selection recommendation/decision will be made from among the most qualified applicants. Applicants with priority re-employment must also be given appropriate consideration. Human Resource staff will ensure employment/re-employment priorities are properly afforded. 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. Human Resources staff will be available for guidance and assistance to the hiring manager at any time during the selection process. Applicants in the most qualified pool who are not selected for the position will receive e-mail notification of the selection decision.

Approval Process

Once the hiring manager has made a decision on the applicant of choice, the approval process will be as follows:

- Departmental approval
- Divisional approval
- Equal Employment Opportunity review
- Human Resources approval

When the interview and selection process has been completed and managers have completed a screening report via the electronic applicant tracking system to indicate the reason for non-selection for all applicants not chosen for the position, the Human Resources staff will review the screening report to ensure that it complies with EEO and Merit Based Recruitment and Selection policies. Once this is verified, the assigned Human Resources Consultant will determine the qualifying salary and consult with the hiring manager on salary options.

All salaries must be approved by Human Resources before an official offer of employment can be made.

All official offers of employment will be made by Human Resources.

Documentation of Process

It will be the practice of East Carolina University to maintain documentation of the merit-based 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.

All information will be maintained for each hiring event in the electronic applicant tracking system. Each file will contain:

- any reference to job analysis that may have been conducted for the vacancy, including any additional KSAs and/or selective criteria that resulted from job analysis
- vacancy announcement
- recruitment sources
- selection tools and criteria
- applications received
- screening report
- inventory of applicants as unqualified, qualified, and most qualified

Appeals Process

In order to comply with General Statute 126, the following appeals process has been established:

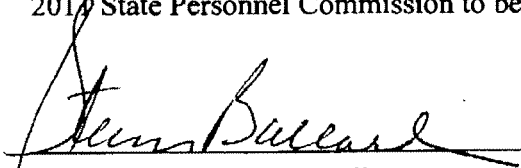
If an applicant has reason to believe they were denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office Hearings within 30 days of written notification that the position has been filled if all the following conditions apply:

- 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

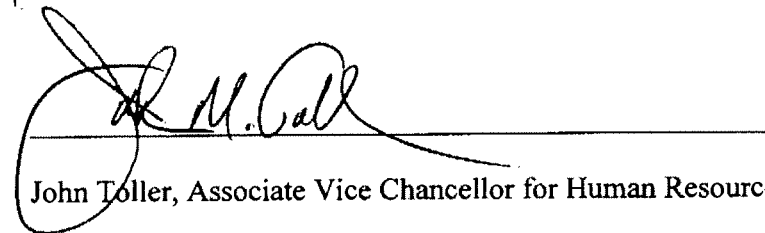
Monitoring/Evaluation

Human Resources staff will periodically review program data across the agency to ensure the recruitment and selection activities are in compliance with the agency plan. Human Resources and the Office of Equity, Diversity, and Community Relations will compile and analyze an annual summary of selection activity for the Chancellor. This report will include analysis of the impact on demographic groups, exceptions to policy, and other relevant factors. Human Resources staff also will comply with the reporting and plan update requirements from the Office of State Personnel.

This plan has been reviewed and approved by the following and will be presented at the March 2010 State Personnel Commission to be effective April 1, 2011:



Dr. Steve Ballard, Chancellor



John Toller, Associate Vice Chancellor for Human Resources