

Policy Manual for SHRA and EHRA-Non-Faculty Employees

SECTION 2 - Recruitment and Selection

GUIDELINES FOR RECRUITMENT AND SELECTION FOR SHRA and EHRA NON-FACULTY STAFF

Author: UNCG Human Resources

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[Behavior Based Interview Questions \(.pdf\)](#)

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General

Human Resources administers recruitment, selection, and salary administration for SHRA (Subject to the State Personnel Act-SPA) and EHRA Non-Faculty staff vacancies. Exceptions to normal hiring practices in relation to qualifications and salary are subject to the approval of the Office of State Human Resources. Any person making inquiries about permanent employment should be referred to Human Resources.

Human Resources is committed to providing timely service to supervisors in identifying and recruiting the best-qualified applicants for each position. Human Resources facilitates this program in its entirety. Any inquiries that may arise during the process should be addressed directly with the Recruitment Administrator or the respective HR Business Partner in Human Resources.

All permanent SHRA and EHRA Non-Faculty positions must be recruited through the SpartanTalent eHire system.

Commitment to Affirmative Action and Equal Opportunity Employment

The University of North Carolina at Greensboro is committed to equality of employment opportunities and does not discriminate against applicants or employees based on race, creed, color, national origin, religion, gender, age, disability, creed, veteran status, political affiliation or sexual orientation. Moreover, The University of North Carolina at Greensboro is committed to recruiting and advancing women and minorities at all levels in its staff complement.

The minimum employment age is 18 years, excepting law enforcement officers who must be at least 21 years of age at the time of hiring. There is no maximum age for employment.

Review of Job Description

Positions must be established before the recruitment process can begin. The Supervisor designs the new position and assists the Initiator with entering the job description OR modifies the current job description in ePosition and requests to post. The description should be written and adopted using established procedures from Human Resources. The Supervisor may call the respective HR Business Partner or HR Talent Consultant for assistance with position design or in writing the job description. Upon completion the Supervisor will assist the Departmental Initiator in creating or modifying a position description in the ePosition module of SpartanTalent. After the electronic position description and action request, has been reviewed and approved by all appropriate approvers, the Initiator can then create a posting from the most recently approved position description in the SpartanTalent eHire module. Positions must be approved in ePosition before a posting is initiated in eHire.

Posting

To begin the advertisement process, the Initiator or designated Administrator creates a posting online in the SpartanTalent eHire module at <https://spartantalent.uncg.edu/hr> and transitions it to Human Resources. Approvals for postings now occur in ePosition when a position description is being modified or created. The request to post must be selected in the action requested in ePosition.

- Create SHRA or EHRA Posting
- ALL SHRA and EHRA POSTINGS MUST BE CREATED from A POSITION DESCRIPTION. All Initiators should have access to the position description they wish to create a posting for.
 - POSTING DETAILS – Most information in the posting details will pull from the selected position description. Populate all applicable fields for posting.
 - SHRA Recruitment Range – A minimum and a maximum amount must be listed.
 - Maximum cannot be more than 100% of the Market Rate (use the positions competency level and the salary schedule (link is included in SpartanTalent to determine market rate)).
 - EHRA Recruitment Range

- Departments can list a numeric dollar range or a statement announcing the salary is competitive or commensurate. Only post up to the approved funding for the position. If additional funds are unavailable to help build up the annual salary, the maximum should only be what the department has available to pay their new hire. This amount must still be at or lower than the market rate.
- Internal/External Search – Department selects which candidates to accept. Internal only or internal and external. (Internal postings are for the recruitment of current, permanent/time-limited UNCG employees **only**.) State law requires that, at a minimum, postings must be posted for at least five working days. The Initiator may elect to post internally and externally simultaneously. Failure to meet the minimum requirements of state law or University policy will result in the requirement to re-post positions. Departments should use caution when posting internally only. If an inadequate pool exists at the closing of the posting or when the review and selection begins, the Department may be asked to open the recruitment again and post in external resources in order to attract additional talent. Also, if an internal only posting hires an internal candidate and the salary increase is above the salary increase guidelines set by System’s Office and needs to be approved by BOG, the possibility of being asked to post again for internal and external applicants will be asked of the Department.
- Advertisement Options - The Departments are responsible for placing and funding ALL external advertisements outside SpartanTalent. However, the name(s) of the external resource(s) and the advertisement will need to be provided for approval, in the posting details section. ALL external advertisements should include the following text:
To learn more or to apply for this position please visit our UNCGjobsearch website at <https://spartantalent.uncg.edu>

Apply to position #12345

EOE AA/M/F/D/V

- CUSTOM COMMUNICATIONS – Emails that the system will send out during the recruitment process. These emails can be customized. Default text is already available. Customization of these emails need to occur when the posting is being created.
- SHRA STRUCTURED INTERVIEW QUESTIONS – Interview questions MUST be listed in this section. A link is present in this section that provides valuable and approved behavior based interview questions.
- INTERNAL DOCUMENTS – Posting documents can be uploaded here but are not required.
- APPLICANT DOCUMENTS – A list of documents exist that can be selected that the applicants are REQUIRED or have the OPTION to upload. Resumes are not accepted in lieu of completing the electronic application in its entirety for SHRA

postings. Making a document(s) required means the applicant MUST upload a document under that document type to successfully apply to your posting. Making the documents OPTIONAL will still allow an applicant to apply if the optional documents are not uploaded. BE ADVISED: Neither HR, nor the system, have control over what the applicant uploads under the specific document types.

- SHRA QUALIFYING GROUPS – Each SHRA classification has a set of minimum qualifications that can't be updated or modified, because they are set by the State of NC. HR has access to all qualifying groups that have been set up to screen out applicants that do not meet the minimum qualifications of the SHRA position. Each QG has a set of supplemental questions that will have a final total at the completion of the application. If the total does not equal 100, based on how the candidate answered the questions, then that candidate will not be considered for the position.
- SUPPLEMENTAL QUESTIONS – More questions can be included, in addition to the qualifying group questions that the applicant will need to answer. These questions can assist those involved in the search with the screening and selection process. A library of questions that have been created and used already exists. Those reviewing the applications can sort and review applicants based on how all or certain supplemental questions are answered.
- GUEST USERS – Activating this section will generate a unique username and password that can be provided to other individuals involved in the search. The password may be changed but not the username. These credentials will only work for this one posting. BE ADVISED: Use caution in giving out these credentials, be sure that the search remains confidential.
- SUMMARY – When finished with the above listed sections, the summary page will allow the Hiring Assistant to view each section again and to be sure all required information has been provided. Each section should display a blue circle with a white check mark next to the section name. If an orange circle with a white exclamation point is present then something required is missing and will need to be addressed in that section. BE ADVISED – All sections need to have a green circle and white check mark to take an action on the posting. The Summary Page is always important as well because this is the page that will ALWAYS appear first when a posting is selected from the list or when a link is selected from an email.

EHRA Non-Faculty (Non- Faculty positions Exempt from the State Human Resources Act)

Posting sections are similar as SHRA. There are some slight differences.

- Automated Reference Letter Collection
- Search Committee Group
- Ranking Criteria

Any changes in posting or job requirements will require that the position be re-posted for the minimum period and that current applicants be notified of the change. A position

posted as a 'time-limited' appointment must be posted again as a permanent appointment should the Department/Supervisor decide to fill it on a permanent basis.

Screening and Referral of Applicants

Applications are prepared and submitted to UNC Greensboro via the on-line recruitment system, now called SpartanTalent. Applicants must apply to an active posting in SpartanTalent to be considered an applicant. Each vacancy open for recruitment will appear on our job board and collect applications for consideration. Upon the close date, for an SHRA position posting, Human Resources will screen the applicants for the three employment priorities and then forward the applications directly to the Initiator/Search Committee Chair and/or Members, thru the SpartanTalent system. Those applicants that are eligible for an employment priority can be identified by their application status; i.e.

Priority – Veteran, Priority- State Employee, Priority – RIF

For EHRA Non-Faculty postings, the Department can begin the screening process immediately and has up to the application review begin date to consider applications.

If fewer than three persons who meet the minimum qualifications apply and less than three are not selected for an interview, the Initiator and the Supervisor will discuss additional recruitment efforts. Human Resources is available to provide additional advertising resources. In positions determined to be difficult to fill, an exception may be approved by HR, to this guideline.

IMPORTANT!!!!!! Selected applicants must be approved by the AA Investigator in the SpartanTalent system before the interviews are conducted.

SHRA Consideration of Special Factors Under Federal and State Law

The Supervisor is responsible for ensuring that applicants receive the necessary consideration for promotional priority of current state employees, priority re-employment, veteran's preference and affirmative action as directed by Human Resources.

The following is a brief explanation of special considerations that may arise during the recruitment process. Failure to consider these factors appropriately may lead to a legal challenge. Additional information is available.

Priority Consideration for Current State Employees

Promotional priority consideration must be provided to all current state employees who have achieved career status, as that term is defined by statute. Employee Services or your Departmental Program Manager will decide of eligible applicants. The nature of the priority is as follows: If a current state employee applies and is qualified for another state position of a higher

level, and has substantially equal qualifications of those of the highest-ranking applicant who is not a state employee, the state employee will receive the job offer. Departmental representatives may contact Human Resources for assistance.

'Qualifications' as used in this definition include education and training, years of related work experience, and other knowledge, skills, and abilities demonstrated in the selection process that have a reasonable, functional relationship to the requirements of the position. 'Substantially equal qualifications' are present when the supervisor cannot make a reasonable determination that the job-related qualifications held by one applicant are significantly better-suited for the position than the job-related qualifications held by another applicant.

Priority Re-employment Consideration

Former state employees who have been involuntarily separated for reasons other than cause (e.g., reduction-in-force) are afforded priority re-employment consideration under state law and policy. If there are any such employees eligible for this preference, Employee Services will include such information with an email to the hiring manager. State regulations require that if the applicant was separated from a position at UNCG, the applicant shall be offered any available vacant position with a salary grade equivalency level equal to or below that held before the separation, provided the employee meets the minimum qualifications for the position and can perform the job in a reasonable length of time, including normal orientation and training given to any new employee. If the applicant was separated from a position at another state agency, the applicant will be interviewed and, where qualified for the vacant position, will be offered the position prior to employment of anyone who is not a permanent UNCG employee; Human Resources will work closely with the hiring manager in affording priority re-employment consideration.

Veterans' Priority Rights in Hiring

In appreciation for service to the state and country in a time of war, and in recognition of the time and advantage lost toward the pursuit of a civilian career, veterans have been granted a preference in state employment by the General Assembly. (Note: This preference applies only in hiring and reduction-in-force situations, not in promotions and other personnel decisions.) Persons eligible for veteran's preference have served in the Armed Forces of the United States on active duty, for reasons other than training, during periods of war, with discharge under other than dishonorable conditions. This preference particularly includes disabled veterans. Also eligible are spouses of disabled veterans and the surviving spouse or dependent of a veteran who died through service-related reasons during peacetime.

Veterans who have met the minimum qualifications requirements for a vacancy and who have less than four years of related military experience beyond that necessary to qualify minimally shall also receive direct experience credit for up to four years of unrelated military experience.

After applying this preference, the qualified veteran shall be hired when his/her overall qualifications are substantially equal to one or more non-veterans in the applicant pool.

Human Resources will review the information about veteran's status on UNCG Application and will note an applicant's eligibility for this preference with an email to the hiring manager.

If the applicant group includes both a qualified non-state employee veteran and a qualified current state employee who is seeking a promotional opportunity, Human Resources will advise the hiring manager on the relationship between those priorities.

Affirmative Action Consideration

The University's Affirmative Action Plan requires supervisors to act affirmatively in minimizing and eliminating any demonstrated underutilization of women and minorities in the University's work force. Each year, the Affirmative Action Coordinator in Human Resources distributes copies of the University's Plan to dean, directors and department heads. Human Resources will assist supervisors in providing advice and consultation about affirmative action considerations during the recruitment process. The unit Affirmative Action Network Representative may also aid and advice in the search process.

Structured Interview Questions

The hiring manager must use a structured interview in the selection process. The same questions, as approved by Human Resources, should be asked to each applicant interviewed. The purpose of the structured interview is to obtain information relevant in determining that an applicant is suitable for the job and to ensure that no applicant interviewed has an unfair advantage or disadvantage over another. The questions should focus on the work experience, education and training of the applicant, and the applicant's job objectives. Each question should be based on one or more of the essential knowledge, skills and abilities as given.

Upon request, Employee Services or your Departmental Program Manager will provide hiring managers with assistance in developing the structured interview questions. Guides are available for questions to avoid in conducting an interview. For example, questions about individual's race color, national origin, political affiliation, sexual orientation, religion, gender, age, disability, veteran's status, or any other matter not directly related to the requirements for the positions are prohibited.

The structured interview questions must be submitted to Human Resources along with the Job Requisition. Employee Services will review interview questions for relevancy. Sample questions are available [here \(.pdf\)](#).

Reference Checks

Log into UNCGjobsearch and complete the required fields in the REFERENCE CHECK section of the hiring proposal.

The hiring manager is responsible for conducting reference checks and recording this information on the REFERENCE CHECK tab in system. At least one check, preferably of the current or last employment, is required. Human Resources may advise on the necessity of further

checks. When feasible, a reference check should be done directly with the applicant's immediate supervisor. However, the supervisor should coordinate closely with the applicant prior to making a reference check with a current employer.

These checks should be conducted with careful regard to confidentiality. The applicant's permission to release this information should be obtained before conducting the reference check. Only job-related questions should be asked. Questions about any individual's race, sex, color, creed, religion, national origin, political affiliation, sexual orientation, health or any other matter not directly related to the requirements for the position are prohibited. The same questions should be asked for each reference. The name of the telephone reference, the date of the contact and notes about the conversation should be recorded on the form provided and retained. (In certain cases, Human Resources may waive the requirement of reference checks.) The reference check may be conducted by telephone or in writing.

Some employers are reluctant to release oral and written information about former employees. In this event, the supervisor should obtain written authorization from the applicant.

Final Applicant Decision

After completing the interview process and deciding on the final candidate, the hiring manager completes the online Hiring Proposal in the system.

Determining how much you should pay the candidate

- Your Departmental Program Manager can provide information on what salary the candidate qualifies to earn in the state system.
- If the final candidate is a state employee the following guidelines apply:
 - Promotions - Employee movement from one position to another with the same banded classification with a higher competency level or employee movement from one position to another with a different banded classification with a higher journey market rate.
 - Horizontal Transfers - Employee movement from one position to another within the same banded classification with the same competency level or movement from one position to another with a different classification with the same journey market rate.
 - Demotions - Disciplinary action, resulting in
 - Employee movement from one banded position to another with the same banded classification with a lower competency level, or
 - Employee movement from one banded position to another with a different banded classification with a lower journey market rate, or
 - Reduction in salary within same banded class
 - Reassignment - Employee movement from one position to another with the same banded classification with a lower competency level or employee movement from one position to another with a different banded classification with a lower journey market rate.

Completing the online Hiring Proposal

- Change the status of all candidates to:
 - Interviewed - Not Hired
 - Not Interviewed - Not Hired
 - First Choice
- For candidates who were not hired, indicate the 'reason' (i.e. Second Choice, Unable to Contact...). This will move your candidate to the 'Inactive Applicants.' All your candidates should be 'inactive' before moving forward. To view your 'inactive' applicants, you can select 'inactive applicants' at the bottom of the APPLICANTS tab and click on 'refresh.'
- 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
- Complete the required fields in the REFERENCE CHECK tab
- Attach the appropriate EAF form and then select 'Send Final Candidate to the Department Head' or their designee
- Once Department Head or delegate reviews package they will then select 'Send Final Candidate to the Associate Vice Chancellor/Dean' or their designee
- Once Associate Vice Chancellor/Dean or their delegate reviews package they will then select 'Send Final Candidate to the Vice Chancellor/Provost' or their designee
- Once Associate Vice Chancellor/Dean or their delegate reviews package they will then select 'Send to Human Resources'
- NOTE: The Hiring Proposal and Reference Check form must be approved by someone as the Department Head role, Associate Vice Chancellor/Dean role, and the Vice Chancellor/Provost role before submitting to Human Resources
- Once the HR Program Manager receives an email stating that the Hiring Proposal and Reference Check, form has been approved by the Department Head, Associate Vice Chancellor/Dean, and the Vice Chancellor/Provost they will complete the Salary Administration form and contact the candidate to make an offer on the position.
- Once the HR Program Manager has made the offer to the final candidate and the person accepts the position, at this point, the HR Program Manager will change the final candidate's status to 'Hired.' No offers of employment, formal or informal, may be made except by Human Resources. After oral acceptance, a letter of commitment is forwarded to the new employee with a copy to the supervisor.
- The applicant must meet certain conditions of employment.
 - Examples of these are participation in mandatory benefits program of the University, compliance with federal and state employment laws, and successful completion of the probationary period. These terms will be communicated to the selected candidate at the time of the offer. No person will be required to agree, in writing or otherwise, to any conditions of employment other than those stated to the applicant by the Departmental Program Manager.
 - Within the first three working days, the supervisor should advise the new employee to go to Human Resources to complete the Federal Employment Eligibility Verification (Form I-9). A benefits preview package and letter of

confirmation for New Employee Orientation will be forwarded to the new employee. Completion of the I-9 and attendance at New Employee Orientation are required before the employee can be added to the University payroll system.

- Once the position has been filled the other applicants will be sent an email stating that the position has been filled.