



**State of North Carolina**  
**Department of Public Safety**  
POLICY  
REQUIREMENTS & PROCEDURES

## **HUMAN RESOURCES**

*Division:* ADMINISTRATION

*Chapter:* HUMAN  
RESOURCES

*Policy:* HR 0.1 - MERIT-BASED  
RECRUITMENT AND  
SELECTION

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## POLICY AND PURPOSE

The citizens of North Carolina and the state workforce deserve strong assurances that knowledge, skills, abilities and competencies are the basis for state government employment decisions. In order to assure the integrity of state government and the Department of Public Safety, every manager, supervisor, and employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment shall not be granted to any private organization or individual based on political affiliation or influence.

Therefore, it shall be the policy of the Department of Public Safety to provide equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, or political affiliation/influence. All selection decisions shall be based solely on job-related criteria and comply with all federal and state employment laws, regulations, rules and policies and will be consistently applied to promote fairness, diversity and integrity.

The primary purpose of the Merit-Based Recruitment and Selection Process shall be to ensure that positions subject to the State Personnel Act (G.S. 126) are filled with individuals from among the most qualified as determined by job related criteria and in the judgment of unbiased, objective human resource professionals.

## Commitment from Management

### A. Secretary of the Department of Public Safety

The Secretary of the Department of Public Safety accepts the responsibility for ensuring that the recruitment and selection process complies with all applicable and existing state and federal laws, policies, and rules governing personnel actions and ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment and support for the merit-based recruitment and selection plan. The merit based recruitment and selection plan shall also comply with established procedural guidelines issued by the Office of State Personnel.

## B. Managers

The Secretary has delegated the responsibility for policy compliance and enforcement to managers and expects full support and cooperation from all managers and supervisors in the management and application of the merit-based recruitment and selection process.

## C. Director of Human Resources Management Section and the Director of the Equal Employment Opportunity Section

The Director of Human Resources and the Director of the Equal Employment Opportunity Section have been delegated the responsibility for designing, implementing, and managing a program to recruit sufficient applicants from all backgrounds to ensure continued diversity in the workplace while also ensuring compliance with the merit-based recruitment and selection process.

## Communication

This plan and future revisions shall be communicated as follows:

- A. Distribution with an administrative memorandum to managers and supervisors via electronic mail.
- B. The plan shall be posted on the Department of Public Safety website.
- C. Applicants shall be notified of the agency's plan through a statement included on vacancy announcements.

## Role Definitions

### A. Executive / Senior Management Team

The Executive and Senior Management shall be responsible for ensuring the development and implementation of the merit-based recruitment and selection plan and procedures and demonstrating commitment and support for merit-based recruitment and selection.

### B. Human Resource Office

The Human Resource Office staff shall be responsible for:

1. Development of agency merit-based recruitment and selection plan,
2. Assisting agency management with implementation of the agency plan,
3. Development and presentation of training curriculum on the merit-based recruitment and selection process,

4. Providing technical advice and assistance to managers and supervisors on the agency plan, process, and related personnel policies and procedures,
5. Providing technical advice and assistance to managers and supervisors on applicant qualification issues, i.e., evaluation of a position description to ensure required KSA/competencies are reflected, determination of applicant qualifications, etc.

**C. Equal Employment Opportunity (EEO) Office**

The Equal Employment Opportunity Office shall be responsible for:

1. Interpreting and applying Federal laws, state statutes, policy regulations and guidelines related to discrimination in employment and equal opportunity,
2. Monitoring recruitment and selection activities to ensure adherence to merit-based policies and procedures,
3. Maintaining and analyzing data on employment practices to monitor and evaluate the effectiveness of the EEO program and make recommendations,
4. Advising management of the program's impact and effectiveness on workforce demographics at all occupational levels,
5. Providing technical advice and consultation to managers and supervisors in matters involving EEO issues and concerns as well as complaints alleging discrimination (formally, informally and within agency guidelines).

**D. Human Resource Professionals**

The human resource professionals include those individuals designated as the person responsible for ensuring proper receipt of applications and for correct screening of applications. The responsibilities of the human resource professional include:

1. Ensuring accurate position postings as required,
2. Consulting with hiring manager to determine if there are job related selective criteria and/or preferences to be included in the job posting,
3. Ensuring point of contact for receipt of applications is someone other than the hiring manager, and
4. Reviewing and screening applications based on policy, job related screening/ selective criteria to categorize applicants into groups of untimely, non-qualified, qualified, and most qualified.

Note: HR Professionals that participate in the screening process are prohibited from serving as members of interview teams or having input into the selection. HR Professionals may advise the hiring manager regarding proper procedures to be followed in the interview and selection process, as well as in selection of interview team members who represent the Department's diversity.

#### E. Subject Matter Expert

The subject matter expert (SME) shall be an individual working in or having supervised in the same or closely related field to the position being filled. The subject matter expert(s) shall serve as individual(s) knowledgeable about the specific duties and responsibilities unique to the position to be filled and may assist in the evaluation of the relevance of various credentials of the applicants in consultation with the Classification/Compensation Section of the Human Resource Office.

#### F. Managers and Supervisors

Managers and supervisors shall be responsible for:

1. Evaluating the need for filling vacant positions and notifying the designated human resource professional when a position needs to be posted;
2. Maintaining accurate position descriptions for subordinate jobs;
3. Notifying the Human Resource Office, Classification Section when a revision is needed to a position description;
4. Understanding and communicating the principles of the merit-based process to employees and applicants;
5. Striving to achieve and maintain a diverse workforce;
6. Demonstrating commitment and support for the merit-based recruitment and selection plan and complying with the guidelines, and
7. Documenting, interviewing and making selection decisions in accordance with the guidelines.

Note: Hiring managers are prohibited from serving as the point of contact to receive employment applications for vacant positions and may only participate in the screening process in consultation with the Human Resource Professional and Subject Matter Expert, if applicable. Hiring managers may receive inquiries from interested candidates and provide information about the job duties and responsibilities that are required.

#### G. Employees and Applicants

Employees and applicants shall be responsible for:

1. Seeking information regarding advertised positions in order to submit the required materials,
2. Providing accurate and complete information as to credentials and qualifications, and
3. Submitting specified materials necessary to apply for a position within the required time frame.

## Definitions

- A. Selective Criteria - Additional minimum qualifications specifically related to the duties and responsibilities of the position. They cannot increase the minimum training or years of experience required for the position. These will generally be unique to the position, but may be standardized for a position classification where there is a high volume of positions in the class.
- B. Knowledge, Skills, and Abilities (KSA)/Competencies
  - 1. Knowledge: Information an individual has gained through education, training and/or work experience necessary to satisfactorily perform the essential functions of the job.
  - 2. Skill: A proficiency that is readily observable, quantifiable, and measurable, i.e., word processing, operating a machine, etc.
  - 3. Ability: Capacity to perform an activity at the present time.
  - 4. Competency: Set of knowledge, skills and abilities demonstrated on the job.
- C. Preferences - Specific types of experiences, degrees, licenses, knowledge, skills, abilities and competencies, or other selection factors above those minimally required to perform the duties and responsibilities of a position.
- D. Qualified - Those applicants whose credentials indicate the possession of training and experience, selective criteria, knowledge, skills, abilities and competencies required for the job.
- E. Most qualified - The group of applicants who, to the greatest extent, possess qualifications which exceed the minimum training, experience, knowledge, skills, abilities and competencies.
- F. Non-Qualified - Those applicants whose credentials do not indicate the possession of training and experience, selective criteria, knowledge, skills, abilities and competencies required for the job.

## Pre-Recruitment/Recruitment Activities

### A. Applying for Employment

The State of North Carolina provides an online job application system that allows for job searches, completion of a job application and other benefits for applicants.

## B. Recruitment

The Department of Public Safety actively recruits from a variety of sources to achieve a diverse workforce that also meets the needs and demands of the agency. Recruitment activities include, but are not limited to:

1. Attendance at community events, career days, and job fairs for purposes of educating individuals on the mission of the agency and career opportunities,
2. Meeting with representatives of organizations including branches of the military,
3. Standard job posting with the Employment Security Commission via the North Carolina Online Job Application System State, and/or
4. Additional recruitment resources, i.e., online recruitment websites, Department of Public Safety Facebook, trade journals, etc.

Where problems are identified due to a lack of sufficient applicants from underrepresented groups, the agency will conduct targeted recruitment to provide a larger applicant base.

## C. Job Analysis

Job analysis is a process of determining the major characteristics and functions of a job. The basic intent is to determine if the current job description is equivalent to the current work practices being performed in the position. Job analysis involves identifying any changes in the primary duties and responsibilities needed to perform the job.

Prior to posting, when there is a change in the duties and responsibilities of a position that impacts the qualifications required, the hiring manager, with assistance and guidance from the designated Classification human resource professional, shall conduct a job analysis. Depending on the significance of the change in the duties and responsibilities, a new or revised position description may or may not be necessary; however, the job posting may need to be revised, i.e., description of duties, selection criteria, preferences, etc. Where a new or revised job description is needed, the established process for submitting it to the Human Resource Office shall be followed.

Where there is a high volume of positions in a class, or little job change, there will not likely be a need to conduct a job analysis each time a vacancy occurs.

The hiring manager and the designated human resource professional shall be responsible for assuring that the critical tasks, knowledge, skills, abilities and competencies, and training and experience requirements, including any selective criteria, necessary to successfully perform the duties of the position have been identified. The generic knowledge, skills, abilities and competencies as described in the job specifications published by the Office of State Personnel may be used where they are sufficient for differentiating qualifications of applicants and/or where there is a high volume of positions in a class.

#### D. Job Posting

The State of North Carolina's Online Job Application System (E-Recruit/ NEOGOV) is the official job posting for state government agencies. All positions are posted via this system and will post for a minimum of five (5) standard working days excluding weekends and state holidays. The hiring manager and the designated human resource professional shall determine the appropriate option(s) for posting a position, i.e., internal, state government, external. The designated human resource professional shall also consult with the hiring manager to determine if additional sources, i.e., trade publications, technical colleges/universities, etc. are needed to target specific applicants.

The designated human resource professional shall be responsible for ensuring that the position is posted and includes any selective criteria and/or preferences identified by the hiring manager for inclusion in the job posting. The designated human resource professional shall also designate a point of contact other than the hiring manager for receipt of applications.

Under no circumstances may the hiring manager be the point of contact for receipt of the applications for a position. Where there is an attempt to deliver an application to the hiring manager, the applicant or application shall be directed to the person indicated in the job posting as the point of contact.

## Evaluation and Screening Process

#### A. Priorities

The designated human resource professional shall review applications to identify applicants with priority status. All priorities shall be granted in accordance with State policy. This may require that applications of individuals with certain priorities be included among those referred to the hiring manager for consideration. The designated human resource professional shall provide advice and guidance to the hiring manager regarding the priority considerations to be granted. Employees in reduction-in-force (RIF) status may self-report their status by recording it on the electronic application or disclosing their status in an attached memorandum. Applicants claiming Veteran's Preference are required to submit a DD214 form with their application for verification of eligibility. Consideration shall be given to applicants that have the following priorities, which are also explained in greater detail in State Personnel Policy.

1. Priority Reemployment: Employees scheduled to be separated or separated through reduction-in-force (RIF) have priority consideration.
2. Exempt Policy-Making/Managerial: Employees separated from exempt-policy-making/managerial positions for reasons other than just cause have priority

consideration over non-state employee applicants and must only meet the minimum qualifications to receive priority.

3. **Veteran's Preference:** Preference is to be given for initial employment, subsequent employment, promotions, reassignments, horizontal transfers and reduction-in-force situations to qualified veteran applicants.
4. **Promotional Priority:** Career state employees are eligible for priority consideration over non-state employee applicants when the individuals possess substantially equal qualifications and the opportunity represents a promotion.
5. **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 reemployment considerations based upon maximum medical improvement.

## B. Screening Process

Employment applications received within the posting period are screened by either an individual Human Resource Professional (trained on the merit-based recruitment and selection process) or by a panel led by a Human Resource Professional. Screening is based on an assessment of applicant education and experience compared to the minimum requirements for the position, any selective criteria or competency established for the job, and related knowledge, skills, abilities and competencies necessary to perform the duties of the position. If a panel is used for the screening, the designated human resource professional and the hiring manager shall jointly decide on panel members. Panel members should be knowledgeable on the merit-based recruitment and selection process.

Screeners are prohibited from using their personal knowledge of an applicant's job duties during the screening process. In addition, PMIS or BEACON records as well as DCI Checks cannot be used for screening. Only information included on the applicant's state employment application may be used during the screening process. Disciplinary action(s), performance ratings and criminal history as indicated by the response to or lack thereof to the conviction question shall not be used to screen employment applications (See exception IV on the following page). By submitting an application, the applicant is certifying at the time of delivery that the information on their application is true and accurate as of the date of delivery.

Screeners will separate all timely applications into one of three groups: not qualified (not meeting minimum requirements), qualified (meeting at least the minimum qualifications required), or most qualified (exceeding to the greatest extent the minimum requirements of the position). Applicants in the most qualified grouping, as well as those applicants possessing employment/ reemployment priorities requiring that they be considered for the position will be forwarded to the hiring manager for consideration.

### C. Applicant Pools

Minimally qualified applicants can be forwarded to the hiring manager when there are no candidates in the pool that clearly exceed the minimum qualifications. If a sufficient number of applications are not received, then the human resource professional and hiring manager may choose to re-advertise the position to increase the numbers and applicant diversity. Additionally, the hiring manager may choose to re-post a position to take corrective action to ensure compliance if administrative errors have been discovered in the application receipt, screening, interviewing, or selection process.

Based on consultation between the hiring manager and human resource professional, if the initial screening criterion yields a number of most qualified candidates exceeding a reasonable number for interviews, further screening may be necessary to narrow the interview pool down to a manageable number. This process may be repeated to reduce the number of candidates to interview. All other applicants who are screened out by this process become part of the qualified pool.

### D. Using Background Investigations for Disqualifying Convictions during the Screening Process

Where there is a law (federal or state) or regulation prohibiting employment based on specific convictions, a background investigation, as required, may be conducted on the applicant to determine eligibility for employment.

### E. Using Disciplinary Actions and Performance Ratings

The hiring manager may also consider formally documented active disciplinary actions and the most recent performance rating in determining the final interview candidates when the pool of most qualified candidates are all internal to the Department of Public Safety. The hiring manager shall consult with an agency HR Professional prior to removing an applicant from the interview process based on information obtained by the hiring manager. The rationale for removal shall be documented in the recruitment history file.

## Interview, Recommendation, Justification of Recommendation

- A. Applicants determined to be most qualified and for those individuals possessing employment/reemployment priorities which require inclusion in the interview process shall be forwarded to the hiring manager for consideration. The interview process shall include, at a minimum, a structured interview with benchmarked responses. The interview may be conducted by a designated interview team that may include the hiring manager and should ideally be representative of the diversity of the most qualified pool. Although team members will normally be in positions equal to or higher than the level of

the position being filled, individuals in lower level classifications may be utilized when they have detailed knowledge of the work involved in the job. Additional selection tools may be used by the hiring manager if necessary, but shall be objective and based on job-related KSA and competencies and consistently applied to all applicants in the final pool. Selection tools include job related exercises, skills tests, etc.

B. Following the interview process, the interview team shall identify eligible candidates to be considered for hire and make a recommendation to the hiring manager. The hiring manager shall evaluate each applicant and make a final recommendation. The hiring manager shall forward the final recommendation, a written justification, and the application of the recommended candidate to the appropriate approving authority. The recommendation shall address the following issues:

1. Names of each individual interviewed, i.e., selection log, etc.
2. Narrative explaining the selection of the recommended applicant
3. An explanation of why a candidate with priority was not recommended, if applicable
4. Explanation of recruitment resources used in addition to internal, state government or external posting
5. Explanation of selection tools and criteria
6. A recommended salary
7. Any equity issues within the work unit created by the salary recommendation, if known.

## Reference Checks, Final Selection, Approval and Notification Process

### A. References

Prior to the final selection, references shall be checked. Management may consider disciplinary action and/ or performance evaluations in the decision-making process to justify non-selection of a most qualified applicant. Further, the nature of information gathered when checking references on external candidates may be considered in the final decision. Any information gathered during the review process may justify the hiring manager not selecting the candidate recommended by the interview team. Rationale for deciding to recommend another applicant must be documented in the letter of justification.

### B. Approval Process

Employment recommendations shall be submitted and approved by the designated managers within the appropriate chain of command, consistent with the standard operating procedures established by the Chief Deputy Secretaries and Section Chiefs.

Depending upon the position classification and the requirement for specific certifications, licensures, etc., approval from a program manager may also be required. The Secretary or designee is the final approving authority for all personnel transactions. The Human Resource Office is the approving authority for all technical aspects of the recruitment and selection process.

#### C. Notification of Recruitment and Selection Outcome to Applicants

All applicants not selected will be notified of the outcome of the selection process.

### Monitoring /Evaluation

Human Resource staff will periodically review program data across the department to ensure the recruitment and selection activities are in compliance with the department's plan. The EEO staff and Human Resource staff will compile and analyze an annual summary of selection criteria for the Secretary and Executive Management Team. This report shall include an analysis of the impact on demographic groups, exceptions to policy and other relevant factors. The Human Resource staff shall also comply with the reporting and plan update requirements of the Office of State Personnel.

### Documentation of Process – Recruitment History Files

Documentation of the Merit-Based Recruitment and Selection Process shall be maintained to support the decisions made and to provide data for monitoring and evaluating recruitment and selection practices and procedures. A recruitment history file shall be developed and maintained for each hiring event (i.e., new hire, transfer, promotion, etc.) for a period of three (3) years.

Note: The Recruitment History Files for the custody classification, i.e., Title VII classes, shall be maintained for a four (4) year period or until the Department is released from the consent order, whichever is longer; or until otherwise notified by the Department's Legal Office. These classes include correctional officer, lead correctional officer, correctional sergeant, correctional lieutenant, and correctional captain.

#### A. Documentation Required

In some cases, the document listed may be contained within the text of another document, for example, most class specifications will include the knowledge, skills, abilities and competencies. It is, therefore, unnecessary to duplicate the information in the recruitment history file. The recruitment history file may be maintained by the Human Resource Professional or the Hiring Manager and contain the following:

1. Any record of job analysis conducted for the vacancy including any knowledge, skills, abilities and competencies and/or selective criteria.

2. Vacancy Announcement (Job Posting) or the approval letter from the agency head or designee stating the reason(s) for deciding not to post, if applicable,
3. Recruitment Resources used (other than state posting): examples include Newspaper Advertisements, TV/Radio Announcements, Journal Announcements, etc.
4. Selection Tools and Criteria (exercises, skills, tests, etc.).
5. Record of Interview including questions and benchmarked answers and notes of applicant responses,
6. Interview Team Summary form (for Title VII classes only), if applicable
7. All applications will be maintained by the NC Online Job Application System.
8. Inventory of applicants as not qualified, qualified and most qualified

#### **B. Confidentiality and Maintenance of Recruitment History Files**

All records associated with the merit-based recruitment and selection process shall be confidential unless otherwise specified by state or federal law, regulation, or policy.

Recruitment History Files shall be maintained as described above and stored in a secure location with limited access, but where they can be easily retrieved as needed by management or other authorized personnel.

## **Training**

The Department of Public Safety Human Resource Office is responsible for developing and delivering training curriculum on the components of the merit-based recruitment and selection process and employment interviewing.

All Department of Public Safety Human Resource professional staff designated to screen employment applications are required to complete training in merit-based hiring guidelines, policies and E-Recruit. Staff designated to serve as subject matter experts and actively participate in screening applicant pools with Human Resource professionals may complete training in merit-based hiring guidelines and policies.

At least one member of the interview team shall have completed training on Employment Interviewing.

Note: All employees designated to participate in the interview process for Title VII classes in the Division of Adult Correction are required to complete training in Employment Interviewing.

## **Appeal Process**

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 of

Administrative Hearings within thirty (30) days of written notification that the position has been filled if all the following conditions apply:

1. The applicant applied for the position in question within designated time frame;
2. The applicant was not selected for the position;
3. The applicant was among the most qualified persons applying for the position;
4. The successful applicant for the position was not among the most qualified persons applying for the position; and
5. The hiring decision was based on political affiliation or political influence.

## Discipline

Intentional violations of this policy shall be considered unacceptable personal conduct and shall result in discipline up to and including dismissal. Unintentional violations of the merit-based recruitment and selection process may result in discipline up to and including dismissal.

## Addendum for Alcohol Law Enforcement (ALE) Positions/Law Enforcement Agents

NOTE: The Alcohol Law Enforcement Division abides by recruitment and selection guidelines which have been approved by the Commission on Accreditation for Law Enforcement Agencies. (CALEA).

## Pre-Recruitment/Recruitment Activities

### A. Job Analysis

A job analysis is not necessary for ALE Agent positions unless the primary duties of the position have changed enough to warrant consideration for re-classifying the position to something other than an ALE Agent.

### B. Job Posting and Recruitment

ALE Agents are posted and recruited on a continuous basis in accordance with Department of Public Safety Policy. Interested applicants submit applications through the North Carolina On-line Job Application System (E-Recruit) and the ALE Administrative Section is the designated point of contact.

## Evaluation/Screening Process

Applications are received in the ALE Administrative Section and screened for minimum qualifications and for employment/reemployment priorities. Applicants then undergo the following tests:

- A. Physical Agility Evaluation
- B. Pre-employment Polygraph Examination

## Referral, Selection/Recommendation Process

- A. Applicants are interviewed by an applicant review board.
- B. A background investigation is conducted.  
Those applicants satisfying the required testing, initial interview and background investigation are determined to be the group of most qualified and are referred to the ALE Director with recommendations from the Applicant Review Board.

## Approval Process

The final recommendation(s) are made by the Director of the ALE Section and submitted through the appropriate chain of command. The final recommendation is subject to approval by the Secretary of the Department of Public Safety or designee.

Upon final selection(s)/recommendation(s) by the Secretary or designee, a conditional offer is extended to the individual and the standard employment process follows to include the physical and psychological examination.

## Monitoring, Notification and Maintenance of Records

The standard procedures apply for notification to applicants, monitoring and maintenance of the recruitment history file.

## Addendum for State Highway Patrol Troopers Pre-Recruitment/Recruitment Activities

- A. Job Analysis

A job analysis may not be necessary for State Highway Patrol Trooper positions unless the primary duties of the position have changed enough to warrant consideration for re-classifying the position.

## B. Job Posting and Recruitment

Positions are posted and recruitment on a continuous basis in accordance with the Department of Public Safety Policy. Interested applicants submit applications through the North Carolina Government Online Job Application System (E-Recruit).

## Evaluation/Screening Process

Applications are received at the Highway Patrol Professional Standards Section and screened for minimum qualifications and for employment/reemployment priorities. Eligible applicants are scheduled for an Initial Screening session, which includes:

1. A reading comprehension test,
2. A physical fitness assessment, and
3. A written test.

Applicants that successfully complete the Initial Screening phase are given a Total Applicant Score (T-Score) based upon their performance on the tests. The T-Score is used to rank applicants and determine the group of most qualified.

The applicants determined to be the most qualified based on the T-Score undergo a polygraph examination. The results are reviewed to determine the applicant's continued eligibility for employment pursuant to Department of Public Safety, Highway Patrol Policy.

A background investigation is conducted on the applicants based on the number of positions to be filled. The results are reviewed to determine the applicant's continued eligibility for employment pursuant to Department of Public Safety, Highway Patrol Policy. The applicant file of those determined to be eligible for further consideration is referred to and reviewed by an Applicant Review Panel/Board. The Applicant Review Panel/Board submits a recommendation to the Director of Professional Standards indicating whether the applicant is eligible for further consideration.

## Selection Process

Based on the T-Score, qualified applicants determined to be eligible for further consideration are extended a conditional offer of employment. The number of positions available is determined by the Patrol Commander based on existing vacancies. Applicants receiving and accepting the conditional offer of employment submit to:

1. Psychological examination,
2. Drug Screening
3. Medical examination.

Upon successful completion of the testing, applicants are ranked by their T-Score from highest to lowest and submitted to the Director of Professional Standards for final recommendation to the Patrol Commander.

## Final Recommendation

The Patrol Commander makes the final decision and offers of employment are extended to the final candidates.

## Approval Process

This final recommendation is subject to approval by the Secretary of the Department of Public Safety or designee.

## Monitoring, Notification and Maintenance of Records

The standard procedures apply for notification to applicants, monitoring and maintenance of the recruitment history file.

## Addendum for Correctional Officer Positions

The Department of Public Safety has four (4) regional employment offices (REO's) that provide a variety of services to work units within the designated service area. Organizationally, the REO's are under the supervision of the Human Resources Regional Employment Operations Office. The services provided include, among other duties:

- Recruitment for correctional officer positions
- Testing of correctional officer applicants
- Employment processing for designated classifications

A standardized screening instrument specifically designed for correctional officer applicants is administered by the REO's. The test determines if the applicant possesses the judgment and behavioral skills necessary to be a successful correctional officer. Another standardized test designed to measure educational level is also administered by the regional employment offices. Those that pass tests shall be considered the group of most qualified applicants for correctional officer positions at the correctional facilities within the designated service areas.

## Pre-Recruitment/Recruitment Activities

### A. Job Analysis

A job analysis is not necessary for correctional officer positions unless the primary duties of the position have changed enough to warrant consideration for re-classifying the position to something other than a correctional officer.

### B. Job Posting and Recruitment

Positions are posted and recruitment on a continuous basis in accordance with the Department of Public Safety Policy. Interested applicants submit applications through the North Carolina Government Online Job Application System (E-Recruit).

## Evaluation/Screening Process

- A. Applications received are reviewed by the REO staff, to determine those that meet minimum qualifications. The tests are administered to those applicants determined to be minimally qualified. These individuals are contacted and scheduled for testing. Those passing the tests are considered to be the group of most qualified applicants and are then placed on a roster maintained by the REO.

Note: Applicants at locations piloting the Correctional Officer Physical Abilities Test (COPAT) must successfully complete this test in addition to the other tests.

Applicants remain on the roster for up to twelve (12) months. As correctional facilities in the designated service area have available positions, the hiring manager notifies the REO and, upon request, those applicants on the roster that have indicated an interest in that facility may be forwarded to the hiring manager for consideration.

### B. Employment/Reemployment Priorities

The same procedures shall be followed in considering these priorities as with the non-Correctional Officer positions.

## Referral, Selection/Recommendation Process

The REO shall forward the applications of the applicants on the roster that have expressed interest in that work unit/facility to the hiring manager for consideration and interviews.

The hiring manager shall select the candidates(s) from the group of applicants forwarded by the REO and submit the final recommendation(s) and a written justification to the REO.

The copies of applications forwarded to the hiring manager shall be maintained in the recruitment history file.

If the hiring manager is unable to make a selection from that group of applicants, he/she may request that additional applications of individuals on the roster be forwarded from the REO for consideration.

## Approval Process

This final recommendation is subject to approval by the Secretary of the Department of Public Safety or designee.

## Notification of Recruitment and Selection Outcome to Applicants

Notification requirements for candidates not selected for correctional officer positions from referrals made by the REO shall be the same as for all other filled positions.

## Monitoring/Evaluation (REO)

A database has been developed to provide statistics regarding the applicant flow for all correctional officer positions filled through the REO. Reports may be generated as required or upon request that will provide information regarding the demographics of the applicants for the service area or for a particular correctional facility and can assist managers in identifying problems where recruitment efforts need to be stronger.

## Required Documentation

### A. Documentation Maintained at the REO for Correctional Officer Positions

The job posting and the recruitment sources used to develop the roster shall be captured through the database maintained by the REO. Copies of applications of all applicants for correctional officer positions shall also be maintained for four (4) years or until the Department is released from the consent order for Title VII, whichever is longer, or until otherwise notified by the Department's Legal Office.

### B. Documentation Required for Correctional Officer Positions

A recruitment history file for Correctional Officer positions shall be developed and maintained by the Hiring Manager for four (4) years or until the Department is released from the consent order for Title VII, whichever is longer or until otherwise notified by the Department's Legal Office. Documentation must include the following:

1. A copy of a Correctional Officer continuous posting.
2. Verification of RIF Priority status within the applicant pool from the REO's and central Human Resources Management staff (if applicable).
3. List of applicants considered for the position (roster).
4. Applications forwarded to the Hiring Manager for consideration/interview.
5. The Applicant Verification Statement, with Phase I applicant signature for the applicants interviewed but not selected.
6. The questions and benchmarked answers used during the interview.
7. The record of interview forms containing notes of applicant responses
8. Interview Team Summary Form.
9. Additional selection tools used by the Hiring Manager such as exercises, skills tests, etc.
10. The employment package for the individual selected (the original is forwarded to the REO for processing and is scanned and saved in the individual's electronic employment record; the original is then returned to the work unit).
11. Notification letters to non-selected applicants.

## Addendum for Probation/Parole Officer Positions Probation/Parole Officer Workforce Planning

The Department of Public Safety Human Resources department is responsible for conducting a workforce forecasting and analysis to identify staffing and competency gaps, turnover trends, and projected retirements, then develop a workforce plan and implement solution strategies to address and resolve identified problems.

The Community Correction Human Resource Office is responsible for maintaining the Section's workforce plan and updating the workforce planning report by providing needed information on workforce planning activities and results on an annual basis or as needed.

## Probation/Parole Officer Roster

Probation/Parole Officer positions are posted continuously. The standard screening process is completed. Based on geographical preferences qualified applicants are placed on rosters from which the most qualified applicants are selected for interview and consideration. Qualified applicants are considered active for six (6) months from the date of the application.

If a fully qualified Probation/Parole roster of applicants is exhausted by interviews, reference checks and/or candidate(s) declining conditional offer(s), the hiring manager may choose to recruit for a Probation and Parole officer trainee based on the county's workforce plan criteria.

The employment interview may be conducted by a designated interview team and should ideally include team members who are representative of the applicant pool's diversity.

## Approval Process

This final recommendation is subject to approval by the Secretary of the Department of Public Safety or designee.

## Monitoring, Notification and Maintenance of Records

The standard procedures apply for notification to applicants, monitoring and maintenance of the recruitment history file.