



Personnel Policy

Recruitment and Selection Standards

Control Number

HR022

Policy Date

06/05/2006

Revision Date

09/06/2022

Purpose

To maintain a systematic, consistent recruitment program and apply consistent criteria when evaluating candidates for positions

Equal Employment Opportunity Statement

It is the policy of the County to maintain a systematic, consistent recruitment program, to promote equal employment opportunities, and to identify and attract qualified applicants for employment with the County. The County achieves this policy by announcing position vacancies, by applying consistent criteria when evaluating, and by applying testing methods as applicable. Scotland County's practices in employment decisions regarding selection, recruitment, hiring, assignment, promotion, and compensation shall not be based on race, color, religion, sex, gender identity, sexual orientation, transgender status, pregnancy, status as a parent, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or other non-merit-based factors.

Recruitment Responsibility: Human Resources Director

The Human Resources Director and other designated HR staff are responsible for an active recruitment program to meet current and projected staffing needs, using procedures that will ensure equal employment opportunities based on job-related requirements. Recruitment efforts of the Human Resources Department and all county departments will be coordinated in a timely manner. Recruitment efforts may include outreach through various media to all segments of the Scotland County community and outside of Scotland County in an effort to improve and maintain the diversity of staff providing services to the residents of the County. County employees are encouraged to refer potentially qualified persons to the Human Resources Department. Department Heads are also encouraged to use their special knowledge of their fields to aid in recruiting. The Scotland County Human Resources Department is responsible for managing the recruitment and selection process for County employees and for providing technical advice and assistance to hiring supervisors as needed.

Position Vacancy Announcements

Prior to posting, the Human Resources Department and the hiring department will review the job description for the vacant position to determine if the position needs to be reviewed and possibly reclassified before posting.

Vacant regular full-time or part-time permanently established positions to be filled will be publicized by the County to permit an open opportunity for all interested employees and applicants to apply. The Scotland County Human Resources Director or other designated HR



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Staff, and the Department Head with the vacancy or future vacancy may jointly determine whether a position vacancy shall be filled by outside recruitment or by internal recruitment. Generally, if there are current employees who are qualified for the vacancy in question, the first posting may be internal.

- A. Vacancies which will be filled from within the agency will be communicated to employees through the applicable notification process. The application period for internal postings will be no less than five workdays. An exception to this posting requirement will be permissible where a formal, pre-existing "understudy" arrangement has been established by management.
- B. Every vacancy shall have a closing date, unless there is significant turnover in the classification or if the department head can justify to Human Resources that the vacancy should be kept open for applications until filled.

Additional recruiting publicity may be carried out through other media, as determined by the Human Resources Department and the Department Head.

Application for Employment

All persons applying for employment with the County shall be required to complete an application online. Assistance is available through the local employment office and local library. Only applications for vacant and posted positions will be accepted. All information provided on the application must be true and correct. The provision of false statements is grounds for elimination from consideration and/or dismissal from County employment.

Applicant Tracking

The Human Resources Department shall be responsible for maintenance of permanent records of all position vacancy announcements, including posting and closing dates, all optional referral sources used in the recruitment process, and the pool of applicants considered for each vacancy.

Qualification Standards

All applicants considered for employment or promotion shall meet at least the minimum qualification standards established by the class specifications relating to the position to which the appointment is being made.

All appointments shall be made on the basis of merit.

Consideration may be given to "trainee" appointments when there is an absence of qualified applicants from which to make a selection. In this instance the deficiencies may be eliminated through orientation and on-the-job training.

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When qualified applicants are unavailable and there is no trainee provision for the vacant classification, an appointment may be made below the level of the regular classification in a work-against appointment, allowing the appointee an opportunity to gain the qualifications needed for the full class through on-the-job experience. The work-against appointment is available for competitive service employees. The appointee must meet the minimum education and experience standard of the class to which the appointee was initially appointed. A work-against appointment may not be made when applicants are available who meet the education and experience requirements for the full class of the position in question.

It is the responsibility of the Human Resources Department to receive all applications for posted County vacancies, except for vacancies in departments headed by elected officers. After the application period has closed, the Human Resources Department, or designated staff, shall review all applications and screen out any applicants who do not meet the minimum qualification standards for the position. Only applicants who are minimally qualified or better will be referred to the hiring manager.

All persons who have applied for employment are considered on the basis of merit. All applicants must meet the minimum training, education and experience, as well as any certification or licensure requirements established for the position, except for established trainee positions.

The Human Resources Department will periodically train supervisors in the use of selection tools and will be available for technical advice and consultation as needed.

The hiring packet contains the following:

- List of all applicants
- List of persons interviewed with their applications
- Structured Interview Tool(s)
- Responses for each interviewed candidate
- References for recommended hire
- Justification for hire

Persons in the chain of command will review the hiring packet with the recommended hiring decision. Depending on the level of the position to be filled, this review may go up to the Department Head. The HR Director and the HR Department staff are available to provide technical advice and consultation on this process as needed.

Age Limitations

The minimum age for employment with the County is eighteen (18) for all positions. Exceptions to the minimum age are provided for under the law if the applicant presents a Youth Employment Certification from the NC Department of Labor. Minors may be employed on a Part-Time, Seasonal, or Intern basis, The County does not have a mandatory retirement age.

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Testing

Applicants for certain positions may be required to take various tests that measure ability, aptitude and/or skill. All tests given to applicants shall be administered and evaluated by qualified individuals. All tests administered will conform to all applicable legal regulations. All test criteria will be job-related and consistent with business necessity and in full compliance with the Americans with Disabilities Act (ADA).

Selection

Department heads shall develop, use, and document, on a consistent, routine basis, a selection process that best suits the county's needs in filling positions within each agency or department. All selection methods developed and utilized by the department head shall be valid measures of job performance.

Employees with Career Status

County employees with Career Status who are promoted into a new position will not lose career status or its protections if promoted into a position within the same agency. An employee with career status who is hired into a position within any other County department shall serve a new probationary period for performance only.

Residency Requirement

There are certain County positions that are required to be and remain permanent residents of Scotland County. These positions are: County Manager, Assistant County Manager, Clerk to the Board, Emergency Management Director. The Residency Requirement for the Social Services Director, and Health Director will be determined by the policies adopted by their respective boards. A person newly appointed or employed into any of these positions will have six months from the date of the appointment or employment to establish permanent residency within Scotland County. If a current County employee is living outside Scotland County, and he/she is promoted to a position subject to this policy, they must relocate to Scotland County within six months. It shall be the responsibility of each employee filling a position subject to this policy to furnish and provide information and documentation to the County Manager to establish the employee's compliance with this policy. Failure to become a resident of the County within the time allowed, unless the Board of County Commissioners grants a specific waiver, will be grounds for separation.

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Appointments

The selection and appointment of persons to all positions shall be by the action of the department head. The County Manager will determine the class and the salary of new employees.

Criminal Background checks and drug tests will be required once a conditional offer of employment has been made. If the duties of the position include operation of county-owned or county-insured vehicles, the department head will, before issuing an offer of employment, conduct a review of the driving record of the person to be hired, which record will become a part of the personnel file. Also, periodic driver history reviews may be conducted throughout the period of employment.

The Sheriff and the Register of Deeds shall have authority over appointments in their respective departments, with the County Manager determining the class and the salary of new employees.

The Board of Commissioners must approve the appointment by the Sheriff or the Register of Deeds of a relative by blood or marriage of nearer kinship than first cousin or of a person who has been convicted of a crime involving moral turpitude.

Types of Appointments and Duration

Probationary Appointment

An employee appointed to a regular position shall serve a probationary period of nine (9) months. This period is an essential extension of the selection process and provides the time for effective adjustment of the new employee or elimination of those whose performance will not meet acceptable standards.

Any employee serving a probationary period following initial appointment may be dismissed without appeal rights at any time during the probationary period. The employee must be given notice of dismissal, including reasons. Following successful completion of the initial probationary period, the employee may be dismissed only as provided in in the Disciplinary Action policy.

The time an employee is on approved leave without pay during the employee probationary period will be added to the maximum of nine (9) months.

Trainee Appointment

A trainee appointment may be made to a position in any class for which the specification includes special provisions for a trainee progression leading to a regular appointment. An individual may

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not be appointed as a trainee if he/she possesses the acceptable training and experience for the class.

The specification for each class in which a trainee appointment is authorized will define the minimum qualifications for the trainee appointment and the minimum qualifications for a regular probationary appointment. It is expected that the individual will progress through supervised experience to a minimum level of satisfactory performance in the position during a period of time indicated by the difference between the amounts of experience required for the two types of appointments. An employee may not remain on a trainee appointment beyond the time he meets the educational and experience requirements for the class. After the employee has successfully completed all educational and experience requirements, he/she shall be given probationary or regular status in the position or shall be separated.

Regular Appointment

An appointment to a permanently established position when the incumbent is expected to be retained on a regular basis. Regular appointments follow the satisfactory completion of a probationary and/or trainee appointment or may be made upon the reinstatement of a qualified employee.

Time-Limited Appointment

A time-limited appointment may be made to:

- A. A permanent position that is vacant due to the incumbent's leave of absence and when the replacement employee's services will be needed for a period of one year or less, or
- B. To a permanent position that has an established duration of no more than two years. Such appointment shall not be made for less than six months. If at the end of the two-year time-limited appointment, the work is expected to continue and the position becomes permanent, the employee should be given a regular appointment. A time-limited appointment is distinguished from a temporary appointment by the greater length of time, and from the regular appointment by its limited duration.

Temporary Appointment

A temporary appointment may be made to a permanent or temporary position. The appointment shall be limited to a maximum duration of twelve months.

Emergency Appointment

An emergency appointment may be made when an emergency situation exists requiring the services of an employee before it is possible to identify a qualified applicant through the regular selection process. When it is determined that an emergency appointment is necessary, all other requirements for appointments will be waived.



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Work Against Appointment

When qualified applicants are unavailable and there is no trainee provision for the classification of the vacancy, the appointing authority may appoint an employee below the level of the regular classification in a work-against situation. A work-against appointment is for the purpose of allowing the employee to gain the qualifications needed for the full class through on-the-job experience. The appointee must meet the minimum training and experience standard for the class to which initially appointed. The employee's salary will be assigned to the range for the class to which initially appointed and the salary will be adjusted incrementally, as the employee meets the minimum qualifications for the established position. A work-against appointment may not be made when applicants are available who meet the training and experience requirements for the full class, and for the position in question.

Promotion

Candidates for promotion shall be chosen on the basis of their qualifications and in accordance with the Statement of Equal Employment Opportunity Policy. Current employees may be given preference for certain promotional opportunities over outside candidates. If a current employee is chosen for promotion, after considering the department head's recommendation, the County Manager shall confirm or reject the appointment. If the County Manager confirms the appointment, he or she shall determine the starting salary for the employee.

Outreach to Under-Represented Minority and Disabled Population

Scotland County is committed to a diverse and inclusive workforce. Toward that end, there is ongoing outreach and recruitment efforts to attract, recruit, retain, and promote under-represented minorities and the disabled. These efforts include a range of practices, including targeted advertisement with local colleges and universities.

Demotion

An employee whose work is unsatisfactory may be demoted provided that the employee shows promise of becoming a satisfactory employee in another position. Such a demotion shall be made in accordance with the procedures in the Disciplinary Action policy. The employee shall be provided with written notice citing the recommended effective date of the demotion, the reasons for the demotion, and the appeal rights available to the employee.

Employees of the Scotland County Departments of Health and Social Services who have achieved career status may only be demoted for cause in accordance with the rules of the NC State Human Resources Commission.

An employee who wishes to accept a position with less complex duties and reduced responsibilities may request a voluntary demotion. A voluntary demotion is not a disciplinary action and is made without using the procedures in Disciplinary Action policy.



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Transfer

If a vacancy occurs and an employee eligible from another department wishes to be considered for the appointment, the employee must follow the application process for that position. Any employee transferred without having requested it may appeal the action in accordance with the grievance procedure.

Maintenance of Position Records and Annual Monitoring of New Hires

Employee selection documents will be maintained in the Human Resources Department for each job vacancy in compliance with state and federal rules and laws. Annual reviews will be conducted to determine if there is any adverse impact in hiring decisions based on policies or procedures in the recruitment and selection process.

Probationary and At-Will Periods of Employment

All new employees will serve a probationary period. During this time the employee is an at-will employee.

Upon satisfactory completion of the probationary period, an employee becomes a regular employee and may be disciplined or dismissed only through the procedures in the Disciplinary Action Policy.

Employees of the Scotland County Departments of Health and Social Services must serve twelve (12) continuous months of service to achieve career status. Once achieved the employee may only be disciplined or terminated for cause through procedures specified by the N. C. State Human Resources Commission.

Reference

Replaces: Personal Policy dated, June 5, 2006
Article IV. Recruitment and Selection Standards
Amended Section 7.5, July 9, 2007

Substantially Equivalent

This policy was approved by the State Human Resource Commission and qualifies as substantially equivalent under North Carolina Office of Human Resources.