

ATTACHMENT B

Guidelines for Posting Classified Positions

The job posting is the source from which an applicant pool is developed and from which the hiring official will select the most suitable candidate for a given position vacancy. Consequently, it is essential to understand that several decision points in the posting process can substantially affect the quantity and quality of the applicant pool. The following guide is designed to clarify various decision points and posting options to help hiring officials develop a pool of suitable candidates for employment.

Decision Point One: Has the Staffing Need Changed Since the Position Was Last Filled?

Whenever a position becomes vacant, the opportunity exists to reassess staffing needs. Before making an immediate decision to replace staff, the hiring official should examine the existing workforce carefully and ask, “Is it possible that rearranging existing staff and/or work responsibilities and processes could better achieve organizational objectives?” Given that organizations are dynamic entities, the hiring official may want to redefine the vacant position to address a staffing need that is more closely aligned with the organization’s mission and future direction. If the scope of the position changes significantly (i.e., reporting relationship, role within the organization, job duties and responsibilities, qualification requirements, etc.) the hiring official must update the job description or employee work profile and determine an appropriate work title. An Agency’s Human Resources staff should evaluate whether the existing career group role remains appropriate for the redefined position.

Decision Point Two: What Title Should Be Used in the Job Posting?

The job title is the first thing that a prospective job applicant sees and should convey enough about the job to encourage qualified applicants to investigate further. Hiring officials have several posting options when posting the job title:

A) Post Role Title Only

Posting by role title is recommended only for hard-to-fill positions that warrant casting a wide net in order to develop a sufficient pool of applicants. The advantage of this option is that it allows the hiring official to consider minimally qualified candidates without re-posting if there is a possibility that there will be an insufficient number of fully qualified candidates available. Posting by role title is also useful for agencies that post generically rather than on a position-specific basis.

B) Post Work Title Only

Posting by work title only is recommended when the hiring official has a well-defined need and the attraction of a sufficient number of qualified applicants is not anticipated to be a problem. This option allows the hiring official to target a specific audience based on a specific staffing need.

C) Post Both Work and Role Title

Hiring officials may opt to post both work title and role title. The advantage of this particular option is that it allows the hiring official to communicate the specific staffing need and specific qualifications required, as well as identify the broader role within which the position fits.

Decision Point Three: What Information Should Be Included in the Job Posting?

The text of the job posting should communicate to prospective applicants, as succinctly as possible, essential information about the job and the qualifications necessary for successful job performance. The body of the job posting is a broad explanation of the position duties and responsibilities, qualification requirements and preferences and any other important aspects of the position. For example, if a great deal of overtime is expected, or weekend or shift work is required, the hiring official may wish to include this expectation in the posting. The inclusion of this statement supports the elimination of candidates who are not willing or able to work the required schedule. However, hiring officials should exercise caution when stating requirements and preferences. Requirements should be limited to the essential or minimum qualifications and other qualifications should be stated as preferences. The selected candidate *must* have the required qualifications stated in the job posting, but may or may not have the preferred qualifications. As an example, the hiring official could specify experience in data base administration as a requirement and proficiency in HTML coding as a preference. The selection of a candidate who is an experienced data base administrator and who is also proficient in HTML coding is validated through the duties required of the position as well as the job posting language. However, the hiring official may not select a candidate who is proficient in HTML programming (preference), who does not have data base administration experience (requirement). Candidates who have the preferred qualifications must not be selected unless they also possess all of the required qualifications. The job posting language allows the hiring official to communicate reasonable, job related and nondiscriminatory requirements for successful job performance and should fortify the ultimate selection decision.

Decision Point Four: What Salary Range Should Be Posted?

The hiring official has a variety of options in posting the salary range. The hiring official needs to evaluate carefully before posting a range, since the candidate hired should be paid within the advertised salary range. Options include:

A) Post the Full Range of the Pay Band.

This option is not recommended unless the position is being posted by role title only. See Decision Point One A.

B) Post a Salary Range within the Pay Band.

The hiring official may choose to post a range within the pay band that reflects realistically what the hiring official is willing/able to pay, commensurate with the starting pay compensation factors. These factors include: agency business need; duties and responsibilities; performance; work experience and education; knowledge, skills, abilities and competencies; training, certification, license; internal salary alignment; market availability; salary reference data; total compensation; budget implications; long term impact, and current salary.

C) Post without a Salary Range or Pay Band Range.

This option allows the hiring official great flexibility to pay within the band. However, the risk is that candidates may not apply unless they know the salary potential for the position.

D) Post a Minimum Salary Only

The hiring official may wish to post a minimum salary only and not indicate the maximum that could be paid. Example: "Salary starts at \$25,000."

E Post a Maximum Salary Only

The hiring official may indicate only the maximum salary amount that will be considered. Example: "Salary up to \$25,000."

Decision Point Five: What Type of Search Should Be Conducted?

There are several types of searches that can be conducted. The hiring official must decide whether to limit the search to the specific agency, limit it to all state agencies, or open the search to the general public.

A) Agency Specific Posting

In situations where knowledge of agency-specific policies, systems and processes is a strong preference, the hiring official may want to restrict consideration for the vacancy to employees within the agency. The advantage of this option is that it encourages and supports the development of and promotion of high-performing employees within the existing workforce.

However, if a suitable candidate were not found, the position would need to be re-posted as available to all other state employees or open to the general public.

B) Post to All State Employees

In situations where knowledge of state policies, systems and processes is a strong preference, the hiring official may limit employment consideration to state employees within the Commonwealth. The advantages and disadvantages of this option are similar to those in option A.

C) Post to the General Public

The hiring official may choose to post the vacancy as available to the general public, inclusive of current state employees. This option is particularly recommended if the existing workforce lacks diversity or if there is a potential shortage of suitable candidates in the area of need.

D) Use the Re-employment Opportunity (Re-Op) Pool

The hiring official may choose to review the applicants in the Re-Op Pool to fill the vacancy. The Re-op Pool has been established to provide employees in leave without pay-layoff status to be considered for employment in vacancies in the same role from which they were laid off. An agency may consider selecting an employee from the Re-op Pool. If this option is used and a candidate from the Re-Op pool is selected, the position does **not** require posting.

Decision Point Six: How Long Should the Job Be Posted?

All classified position vacancies must be posted for a minimum of five workdays. However, the hiring official may opt to use a fixed posting period or use the “continuous recruitment” option. Below is an explanation of each of these options.

A) Post with a Fixed Application Period

This option sets a fixed period of time during which applications will be accepted for employment consideration. This option may be attractive to the hiring official who believes that the defined application period will attract a sufficient pool of applicants. This option also allows the hiring official to screen all accumulated applications at a fixed point in time. The disadvantage of this option is that the hiring official must re-post if the posting does not generate a sufficient number of suitable candidates. Another disadvantage is that the hiring official cannot end the search before the posted closing date, even if a sufficient pool of applicants has been developed.

B) Post as “Continuous Recruitment”

Some agencies have an ongoing labor shortage in certain types of positions. These agencies may wish to offer the “Continuous Recruitment” option to hiring officials. It is the most flexible of the posting options, although it is the most challenging to manage administratively. Continuous Recruitment may be appropriate when turnover is exceptionally high and there is an ongoing need to recruit throughout the agency. This option should be reserved for positions in great demand and/or where the shortage of qualified candidates is acute. Hiring officials are responsible for tracking the specific applicants considered *for each position filled*, which can be difficult to manage, particularly in areas of constant turnover and when multiple hires occur from a single posting. However, the benefits may outweigh the administrative tracking difficulties in using this posting option.