

JOB POSTING POLICY

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Compiled for ***YourCompany,Inc***

INTERNAL JOB POSTING PROGRAMS

Job posting is an internal recruitment method where an employer posts all or certain selected available positions and allows employees who satisfy certain criteria to apply for such positions.

Posting notices and providing employees with the opportunity to request consideration has the potential, on the whole, to present less legal complications than a system that relies on supervisor recommendations and "secret" promotability lists. This is especially true in organizations that have few protected group members in supervisory positions that are eligible to recommend a worker for promotion. At best, a system that relies on supervisor recommendations can slow diversity and at worse, it can be the basis for discrimination.

Because job posting programs enable a company to inform all employees of job vacancies that exist in the organization and give employees the opportunity to apply for these positions, employee complaints of unfair treatment, unlawful discrimination, and favoritism (which often arise when firms do not have job posting programs), should be minimal. The complaining employee's failure to apply for positions can be used as a defense to a discrimination charge.

Even where such an employee has applied and was rejected, the employer has the wherewithal to demonstrate the qualifications of the other individuals who applied and were accepted as compared to the protesting employee. The ability to make such a comparison can be the basis for a successful defense, if necessary.

The failure to maintain good records on the job-posting system, especially accurate records of who applied and who was interviewed can, however, present legal complications in the face of an investigation into an EEOC charge alleging failure to promote.

Note: The Office of Federal Contract Compliance Programs (OFCCP) of the Department of Labor recommends job-posting programs as a method by which covered federal government contractors and subcontractors can enhance their affirmative action efforts and ensure equal opportunity in the promotion process

Job Posting Policy Statement

Including the job posting policy in the employee handbook informs employees about the policy and their rights there under. A properly worded policy also serves as a reminder of the company's philosophy of promotion from within when possible without creating a contractual or quasi-contractual obligation to only consider current employees.

Employers typically address the following issues in their job-posting policy statements:

- Company philosophy of promoting from within;
- The scope of the program (jobs that are posted under the policy type, level, and/or location);
- Eligibility requirements for applying for a posted position including minimum hiring specifications, minimum length of time in current position (e.g., six months to a year), and current performance status (good standing); and

- Administrative issues such as items included in each job posting, length of posting period, procedures to follow when applying for a posted position, and the timing for the transfer of the promoted employee to the new department. (See the job posting policy statement at the end of this chapter.)

Many organizations post job vacancy notices for jobs only at certain levels. The practice in many organizations is not to post jobs at the executive level, since they are usually aware of individuals with the qualifications needed to fill these positions and prefer to handpick these candidates. Although this practice is lawful, special care must be exercised when filling these high-level vacancies. Many organizations do not have enough minorities and women in such jobs in comparison to the number of these protected group members in the relevant labor market. In these cases, inferences of discrimination can be drawn that might lead to charges of class wide discrimination against these groups, e.g., the "glass ceiling."

Communicating the Program

The employees' awareness of the job-posting program is critical to its success. All employees in an organization should be made aware of how and where jobs are posted, how to apply for a posted position, the applicant review and feedback process, and the appeals procedure.

Of particular interest to most employees is the notification process of supervisory personnel. Many organizations do not require employees to notify their supervisors before applying for a posted position because many employees will not apply for fear that if they do not get the new position, their supervisor will react unfavorably to their having applied for a different job. However, in most programs, employees must notify their managers if they are going to be or were interviewed and are being seriously considered for a position.

Relocation Policy

In organizations with multiple sites where employees can apply or "post" for jobs at different locations, the issue of relocation needs to be addressed. The basic question is, will relocation expenses be reimbursed for employees transferring as a result of job posting? Most employers will follow their normal relocation policy for employees transferring as a result of job posting.

INTERNAL JOB POSTING POLICY & PROCEDURE

PURPOSE

The Internal Job Posting policy of the company is to encourage the personal growth of every employee by promoting from within and to fill vacancies. The objective of the Internal Job Posting Policy is to ensure that all employees are made aware of and have the opportunity to apply for open positions either before or concurrent with the company's consideration of external candidates for employment. Vacancies will be posted for 48 hours. Certain criteria need to be met in order for a current employee to apply for the opening. Criteria are listed in the posting. If no applicants are considered qualified or there are no applicants within the time limits, the opening will be filled through normal procedure.

All job postings will include the job title, department, job summary, essential duties, salary grade, and minimum qualifications. In general, notices of all job openings are posted, although the company may reserve its discretionary right not to post a particular opening. Job vacancies for non-management positions can be posted on the Company bulletin boards, newsletter, website, listserves etc. The Company may reserve the right to advertise job vacancies publicly or to invite an application from any employee who has not applied to a position on their own.

While it is the company's philosophy to promote from within whenever possible, there are business conditions that could cause a position to be filled without posting. The business conditions that could cause a decision to bypass posting, include, but are not limited to: organizational restructuring; position requirements that include skills, education, and/or experience known not to match any existing employee or only match a certain employee, critical operational needs; etc. In addition to these business conditions, Managers may choose to not post a position when they have candidates within the same department or division who are qualified and/or already trained for the position.

Especially during the restructure, the posting process must be responsive to the current business conditions. Therefore, certain positions may not be posted. Exceptions require joint approval of the Division Head and the Head of HR.

INTERNAL APPLICANTS

All employees, including part-time and seasonal, may apply for internal job postings and will be subject to the same tests as external applicants. Jobs posted internally can be distributed via the e-mail system. Internal jobs will remain open for a minimum of 48 hours. An applicant's current supervisor may be contacted to verify performance, skills and attendance, and the personnel file may also be reviewed. Staffing limitations or other circumstances that might affect a prospective transfer may also be discussed.

Employees who are on probation or have a written warning on file within the last year or on a disciplinary probation or suspension are not eligible to apply for posted jobs. Any employee, who has recently been hired, transferred, promoted, or put on probation must wait a period of six months before submitting an application to Company job vacancy.

APPLYING FOR THE JOB

To apply for an internal posted position an applicant shall submit an internal application to the Human Resource Department listing job-related skills and accomplishments.

SAMPLE INTERNAL JOB POSTING POLICY

Policy: Job Posting Policy	Policy Number: HR – XX, Page 1 of 1
Effective Date: MM-DD-YYYY	Revision Effective Date: MM-DD-YYYY
PERTAINS TO: All Employees	Human Resources _____ Responsible Party

Organization: Anonymous

Subject: Job Posting

Example of: Standard Policy

It will be the policy of the Company, where possible, to fill job vacancies from within.

Openings that occur will be posted for a period of forty-eight (48) hours. Employees who feel that they are qualified may apply to the Personnel Department.

Job Posting Rules

1. Job descriptions along with the education and experience and special skill requirements will be posted on the bulletin boards in the company for a period of 2 working days. During that period all eligible employees may apply. At the end of this period no further applications will be accepted.
2. Only employees who have been at their present job assignment for at least six (6) months are eligible to apply.
3. Employees desiring consideration should apply to the Personnel Department. They will be referred to the supervisor responsible for the position to be filled.
4. The supervisor will interview and give due consideration to all applicants referred.
5. The opening will be filled with the applicant who is most qualified. In cases where qualifications are equal among candidates applying, seniority will be the determining factor.
6. All applicants will be notified of the final decision.
7. The Company retains the right to transfer a successful employee only after a replacement is obtained for his current position.
8. Job openings for Grade #1 Senior Manager will not be posted.
9. If no applicants are considered qualified or there are no applicants within the time limits, the opening will be filled through normal procedure.

SAMPLE INTERNAL JOB POSTING FORM

Position Open (title): _____

Date: _____

Grade/Level: _____

Reason for Opening (check one): New position Replacement

If new position, explain: _____

Job Description: _____

Educational Experience Required:

Salary (weekly/monthly/etc.): _____

Approved by: _____

Supervisor: _____

Manager: _____

HR Manager: _____

EXTERNAL JOB POSTING POLICY & PROCEDURES

External Advertising

Employers advertise open positions by placing an advertisement in (print and/or online) newspapers, magazines, or trade journals. Although most companies (of all sizes) can benefit from visiting online job sites, such as Monster, HotJobs and others, some hiring managers still prefer "print."

When advertising in the newspaper, the selection of the paper to advertise in, the type of advertisement (classified or display), and the placement of the advertisement are important decisions and will have an impact on the response.

Managerial and executive positions are generally advertised in national newspapers such as The New York Times and the Wall Street Journal, whereas most other types of positions are generally placed in local newspapers.

The Tuesday edition of the Wall Street Journal and Sunday edition of The New York Times, for example, contain many display advertisements for managerial and executive positions. Professional and technical jobs are frequently listed in trade publications and magazines. In addition to placing newspaper advertisements, some employers advertise on local radio and cable television. Advertising vacancies through newspapers or other media must be approved by the Department Head and the Head of HR and can be coordinated through the Office of Human Resources.

All postings are made available on the Internet. It is the responsibility of each division/office to reproduce and distribute postings to be displayed in an area easily accessible to the general public at each location where applications for employment are available. Internet sources are generally low-cost ways to reach a wide audience.

Procedures

- Advertisement copy for external publication must be submitted to the HR Department on an Advertisement Request Form specifying the required media and section. Advertisement copy should be concise and easy to read. Advertising space is expensive therefore unnecessary or repetitive detail should be avoided.
- An up-to-date copy of the job description and person specification must accompany the
- Advertisement Request Form on submission to the HR Department. Supplementary information relating to the job, service, etc., is also recommended.
- Application pack templates can be prepared containing:
 - A covering letter;
 - An application form;
 - Job description and person specification;
 - A guide to the recruitment process;
 - Trust recruitment guide (when available, for qualified posts only);
 - Where appropriate, information relating to the Disclosure service.

- Application packs can be mailed to applicants within one or two working days of the request.
- Delays in providing essential application pack items mean that applicants will be kept waiting – this gives a negative impression of the Trust and may affect an applicant's decision to apply. Managers should ensure that all pack items are provided well in advance of publication date and that sufficient copy of brochures, leaflets, etc. are made available.
- The HR Department will monitor all advertisement text to ensure compliance with equal opportunities legislation. For example, job titles such as District Nursing Sister must not be used as it suggests that only females may apply – however District Nurse or District Nursing Sister/Charge Nurse would be acceptable. Where there may be a genuine occupational requirement for single sex applicants, please seek advice from the HR Department. Age, sex, religion, race, disability or national origin should not be mentioned either directly or indirectly.
- The HR Department is responsible for funding advertisement costs.

Layout and Placement of Ads

A line ad, also known as a classified ad, is usually of one column width, in small print, in which there is no type or artistic emphasis in either the ad heading or body. Line ads are usually less expensive than display ads. Also, the charge of a line ad is usually calculated by the amount of words in the ad.

A display ad, typically reserved for a Presidential, Vice Presidential or Dean search, is usually at least two columns wide, the heading is often emphasized in some way; there is normally a border around the ad and the university approved logo. The charge is often by the column inch and more expensive.

Web-based online ad is more common. Ads could be found on many web sites. The criteria vary according to each web site and may be member only sites.

Web-based online ads must go through the same procedures as a line ad or display ad. If the web based company requests that the ad be submitted electronically, it is the department's responsibility to complete this step after going through the normal procedures. The HR Department can also use an agency for online advertising.

Selection

Employment decisions will be based on merit, qualifications and abilities. Candidates for staff positions will be evaluated based upon their ability to perform the duties established for the individual position for which the candidate is applying. The duties and qualification requirements of the position as described in the position description shall be used in determining which candidates possess the basic minimum qualifications.

All applications will be forwarded to the hiring supervisor at the end of the search deadline. A "Selection Analysis Form" will also be forwarded to the hiring supervisor to be completed at the end of the search process.

The hiring department may establish a search committee to review the applications. The search committee is responsible for defining the selection criteria to be used to evaluate each candidate's qualifications and identify those candidates who will be asked to interview. Selection criteria are defined by the job description. The search committee will provide the ranking and screening tool to the Director of HR/AA for review prior to screening applications.

All paperwork related to the search process should be forwarded to the Director of HR/AA at the conclusion of the search process.

If an applicant contacts the hiring department directly and has not been routed through the Human Resources Department, the applicant is to be directed to the Human Resources Department to complete application.

FAQ

Question: We have a manager resigning from our company, and we have a supervisor that has the qualifications to take over the role. My question is, are there any legal requirements to post the position for a certain length of time before we can promote this supervisor to the manager position?

Answer: No law requires private sector employers to post jobs. However, the absence of legal requirements doesn't make this a best practice for your organization.

A consistent, well-publicized job posting process benefits both organizations and employees. It fosters an environment of opportunity and encourages employee-driven career management. When employees inquire about or apply for new positions, organizations can take stock of the interest and abilities of its workforce and be more strategic in cultivating talent.

In this situation, it's not an issue of legalities as much as impressions. You should ask yourself:

How consistent have you been in posting jobs? If filling the position without posting is an anomaly, it could raise eyebrows. Any time savings could be undermined by morale or trust issues.

How clearly have you communicated your job posting policy? If employees do not know that your organization has the right to promote without posting, you may face rumors of favoritism or the perception of discrimination.

Is it possible that there are other qualified candidates who may not be on your radar screen right now?

It may be best to post the job, and then communicate your policy, to enable your organization to move swiftly and maintain employee morale and commitment.

Question: How do I reflect the personality of the company?

Answer: A recruitment ad is a marketing opportunity, so it is a good idea to reflect the company's brand values in your layout. For example, you should always use your corporate logo, colors and, if appropriate, your strap line. Typefaces, too, can be used to reflect the personality of your company; Comic Sans is light-hearted, whereas Times New Roman is fairly formal. Your choice of wording is extremely important – too complex and you could give the impression of inaccessibility, too jocular and you may lose credibility. It can be a good idea to ask existing employees to compare your proposed wording with their experiences of the company.

Question: What response do I want to get from the ad?

Answer: It is worth considering what level of response you hope to achieve prior to placing your ad. If you spend a bunch on an ad and you only get a few responses – two or three of which might bring you a qualified person – then you've probably wasted your money and you might be left wondering just why in the world the ad didn't work like you wanted it to. You can avoid all that, though, by just taking the time to ensure that you've really figured out whom you're marketing to

and exactly what it is that they need. Then give it to them in the form of an ad headline that they just can't ignore. You'll get a lot more responses that way and the money that you spend on the ad won't be wasted.

Not only will it help you out where your advertising budget and bang for your buck is concerned, but it will also help out the people who are looking for work and run across your ad, because they'll have a better understanding of what you're looking for and what you have to offer.

Question: Should all positions be posted and should we make this mandatory policy for all internal/external?

Answer: In general, notices of all job openings are posted, although the company may reserve its discretionary right not to post a particular opening. Job vacancies for non-management positions can be posted on the Company bulletin boards, newsletter, website, listserves etc. The Company may reserve the right to advertise job vacancies publicly or to invite an application from any employee who has not applied to a position on their own.

Question: What facts must I include?

Answer: At the very least, your ad should include: the name and address of your company with a brief description of the nature of the business; the job title of the position being advertised and a summary of responsibilities; special requirements (including out-of-hours working or travel); closing date for applications; and details on how to reply, and to whom.

Question: Is posting necessary if your organization is going thru a re-organization or realignment or can you just slot instead?

Answer: Promote from within whenever possible, but there are business conditions such as re-organization or realignment and structuring or restructuring that could cause a position to be filled without posting. In addition to business conditions, Managers may choose to not post a position when they have candidates within the same department or division who are qualified and/or already trained for the position.

Especially during the restructure, the posting process must be responsive to the current business conditions. Therefore, certain positions may not be posted.

Question: How can I make the ad stand out?

Answer: Once you have decided where you are going to place your ad, take a look at your competition. What other companies, and what positions, are your ad vying for attention with? Then consider how you can word your ad (particularly the headline) so that it stands above the rest. You may be able to claim you're the country's 'leading supplier' or that you offer 'unparalleled' management training.

Question: Have I made the job look attractive?

Answer: Put yourself in the role of a potential applicant and ask yourself: 'If this was my area of expertise, would I be tempted to apply for this role?'. If the answer is 'no', then the ad isn't doing its job. Find out what attracted the existing team to apply for their jobs and use that information to structure the ad. For example, you may find that training is a key motivator or that the financial package was a major draw. Play on your strengths and keep the ad benefit-oriented.

Question: If so, what is the best practice for amount of days posted for internal or external?

Answer: Internal Job posting is generally open to the employees for 2 to 7 days. Jobs can remain posted in external sources until the position is filled or based on the subscription plan.

Question: If postings were mandatory, what situations or business reasons would warrant an exception to posting?

Answer: While it is the company's philosophy to promote from within whenever possible, there are business conditions that could cause a position to be filled without posting. The business conditions that could cause a decision to bypass posting, include, but are not limited to: organizational restructuring; position requirements that include skills, education, and/or experience known not to match any existing employee or only match a certain employee, critical operational needs; etc. In addition to these business conditions, Managers may choose to not post a position when they have candidates within the same department or division who are qualified and/or already trained for the position.

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