**Office Memo**

**To:** Recipient Name

**From:** Your Name

**CC**: Other Recipients

This memorandum is a reminder to all refugee service providers under contract with the NC Division of Social Services that they are subject to rules and regulations regarding equal opportunity. This includes recruitment, posting of vacancies, hiring standards, and selection process. The State of North Carolina and its subcontractors must not discriminate when hiring or promoting any individual based on race, creed, religion, national origin, sex, age, color or disability.

When dealing with recruitment, the employment of individuals shall be carried out with forethought for the balance of skills needed to sustain growth and assure future leadership. Along with fostering internal advancement opportunities, there shall be a planned and reasoned addition of persons from outside the organization who can offer scarce talent, a fresh perspective, or the latest academic knowledge.

When posting vacancies, the position must include at minimum: the position number, title, salary range, essential functions, knowledge and skill requirements, minimum training and experience, the application period, and the appropriate contact person. The duration of the posting is five (5) working days if posting internal to the agency only, and, seven (7) working days if posting external to the agency. Note: external postings must run concurrently with internal postings of vacancies.

It is the policy of the State that all agencies select from the most qualified persons to fill vacant positions. Employment shall be offered based upon the job-related qualifications of applicants for employment using fair and valid selection criteria. Hiring standards must be clearly formulated. Each position must have written minimum training and experience requirements.

Selection procedures and methods will be validly related to the duties and responsibilities of the vacancy to be filled. The individual selected for the position must be chosen from the pool of the most qualified applicants.