



2025 NC Community College System Office

Hiring Process Review

Background:

In 2023, the president of the North Carolina Community College System Office (NCCCSO) requested an Internal Audit review of the hiring process, focusing on time taken to fill open positions. This spring, management requested a follow up review. Both the 2023 engagement and the current engagement are advisory (consulting). All recommendations made in the 2023 engagement were accepted and implemented.

Objectives:

The engagement aimed to assess the current hiring process, specifically the time from deciding to post the position to the offer acceptance.

Deliverables:

- A summary memo of the results,
- A comparative timeline of the hiring process for 2023, 2024, and 2025 year to date, and
- Recommendations to improve the process.

Scope:

The review included all postings in 2024 and in 2025, divided by year.

Testing Method:

Internal Audit examined hiring process documents provided to determine the time to hire. Internal Audit also reviewed recruiting files to determine reasons that postings were not successful at the request of management. The engagement included:

- A review of the process documentation at the NCCCSO;
- A review of requirements and regulations for hiring as promulgated by the North Carolina Office of State Human Resources (OSHR); and
- A review of recruiting files;

Results:

The documentation provided was significantly more complete and better organized compared to the previous engagement, which facilitated a smoother review process. The review also highlighted year-over-year improvements in the hiring timeline. Detailed results are presented in the table below.

Hiring Step	Number of Days 2023	Number of Days 2024	Number of Days 2025
Days to complete Request to Post form	11	2	4
Days to post a position	5	3	3
Average posting duration	14	12	12
Days from posting closes to giving screened applicants to hiring manager	4	2	1
Days from manager receiving screened applications to recommendation to hire	38	30	24
Days from recommendation to offer accepted	8	10	6
Days from Posting to Offer Accepted	64	54	43
Total Days from RTP start to Offer Accepted	80	61	52

The time to fill postings appears to have dropped by 28 days (35%). However, Internal Audit noted that the System Office is only successfully filling 58% of its postings.

Posting Success Rate	2024	2025
Completed postings	63	12
Accepted offers	36	7
Unsuccessful attempts	27	5
Success rate	57%	58%

The unsuccessful attempts were determined to fall into three broad categories:

- **No Qualified Candidates:** 3 of 75 postings (4%) had no candidates qualified for interviews.
- **No Offers Made:** 21 of 75 postings (28%) had candidates referred to managers, with an average of 8 applicants per posting, but none received offers.
- **Offers Declined:** 9 of 75 postings (12%) had candidates decline offers due to compensation. Excluding the 24 postings without offers, 9 of 51 (18%) offers were declined.

Opportunity to Improve:

Improving the success rate of postings is crucial. Unsuccessful postings take an average of 27 days, and over 40% require a second posting, leaving positions unfilled for extended periods. This results in additional lost time for hiring managers and HR employees who must repeat the hiring steps. It appears that the postings are not attracting candidates that meet the hiring managers' expectations. Internal Audit recommends that management and Human Resources review the conditions to identify methods to attract more qualified candidates.