



# HIRING HANDBOOK



MINNESOTA STATE  
**MOORHEAD®**

A member of the Minnesota State system

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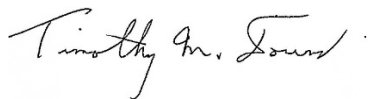
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## Introduction

Minnesota State Moorhead is a special place, with a strong sense of community defined by our core values of grit, curiosity, and heart. These values are embodied by our students, employees, and alumni as we passionately pursue Moorhead's purpose: to transform the world by transforming lives. Minnesota State Moorhead's strategic priorities result from campus-wide engagement to identify how we will fulfill our mission, achieve our vision, and live out our core values. One of our top priorities is creating a campus community that is diverse, inclusive, globally aware, and just.

As Moorhead strives to create a culture that values and celebrates diversity of ideas, perspectives, and people, search committees play a vital role. Each search committee is encouraged to use this handbook in support of our collective efforts to cast the net wide in search of qualified employees. This is one component of the University's commitment to provide equal opportunity to all applicants and to eliminate discrimination against any group or individual. As members of the community, we all share the responsibility of attracting and retaining a diverse, capable, and engaged workforce, including endeavoring to attract and retain women, minorities, individuals with disabilities, and veterans as employees. Each of us plays a crucial role in helping ensure that Minnesota State Moorhead creates a work environment that is diverse, inclusive, globally aware, and just.

Sincerely,

A handwritten signature in cursive script that reads "Timothy M. Downs".

Dr. Tim Downs

President

## **Statement of Commitment**

Minnesota State is committed to equal opportunity and nondiscrimination in employment and education. As a Search Advisory Committee member, you have a role in fulfilling our commitment.

Minnesota State Board Policy 1B.1 states that no person shall be discriminated against on the basis of membership or perceived membership in any of the following protected classes: race, sex [including pregnancy, child birth, and related medical conditions], color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, veteran status, familial status, and membership or activity in a local human rights commission. Protected class also includes genetic information for employees. This applies to all human resources activities on behalf of employees and job applicants, including recruitment, selection, placement, employee development, promotion, retention, compensation, leaves of absence, disciplinary action, transfer, demotion, termination, and layoffs. Minnesota State does not tolerate discrimination on the basis of protected class categories in accordance with all state and federal equal opportunity/affirmative action laws, directives, orders, and regulations.

The colleges and universities of Minnesota State fully support the State of Minnesota's affirmative action efforts. We will implement and maintain an affirmative action program that takes aggressive measures to eliminate internal barriers to equal opportunity and that strives to remedy the historical underrepresentation in the employment, retention, and promotion of qualified persons of color, veterans, persons with disabilities, and women. Commitment to equal opportunity through diversity is a continuing priority.

It is the policy of Minnesota State to actively pursue equal employment practices during all phases of the employment process. This includes a commitment to:

- Actively and aggressively recruit protected group applicants
- Provide affirmative action training for employees serving on selection committees
- Support proactive measures to retain protected group employees

## **Roles & Responsibilities**

### **Hiring Authority**

- The Hiring Authority is typically the department/division leader who is in a supervisory bargaining unit recognized by Minnesota Management and Budget in bargaining units 216 [MMA], 217 [Confidential] and 220 [Manager/Administrator]. With supervisor approval, employees in other bargaining units [such as MSUAASF] may be delegated to act as the Hiring Authority.
- Create/update the position description or vacancy notice and set the minimum qualifications of the position.
- Actively promote and provide equal access to available jobs, training, and promotional opportunities.
- Work collaboratively with Human Resources and the Affirmative Action Officer to recruit and monitor the hiring process.
- Make the final determination on the most qualified applicant to hire.

### **Search Committee Chair**

- Act as liaison between search committee members and the Hiring Authority, Human Resources, Affirmative Action Officer, and other interested stakeholders.
- Support a process that represents the interests of key groups involved in the hiring decision.
- Work with the Hiring Authority and/or the Affirmative Action Officer to identify a diverse group of search committee members.
- Organize and schedule the committee meetings.
- Facilitate the creation of ground rules, decision-making, and group processes.
- Create guidance for the interview portion of the search process [for example, assigning committee members' roles and communicating with candidates regarding logistics].
- Identify key action steps and assign committee member responsibilities [for example, conducting pre-screening phone calls or meeting a candidate at the airport].

### **Search Committee Members**

- Each committee member will serve as a positive advocate for employment at Minnesota State Moorhead.
- Tap into professional networks and serve as resources for identifying a broad and diverse candidate pool.
  - Make a personal connection with individuals who are qualified for the position.
  - Work with the Search Committee Chair to post the position on job boards and listservs related to appropriate professional organizations.
- Ensure a fair and thorough review of all applicants.
  - Take steps to avoid conscious and unconscious bias during the entire search process.
  - Provide input into development of screening forms, interview questions, and other assessments.
  - Screen applications to identify potential interview candidates.
- Attend all interviews [required for continuing membership on the committee].
- Collaborate with other Committee Members to reach an agreement regarding a list of candidates to forward to the Hiring Authority to make the final determination on the most qualified applicant to hire.
- Ensure that the search process is fair and equitable.
- Respect the confidentiality of applicant information.

## **Human Resources**

- Serve as a resource to individual departments and search committees during all phases of the recruitment and hiring process.
- Actively promote equal opportunity and Affirmative Action by monitoring the hiring process for adverse impacts.
- Work collaboratively with the Hiring Authority and Affirmative Action Officer to recruit and monitor the hiring process.
- Ensure proper approval is obtained from the institution's Affirmative Action Officer BEFORE an offer is made.
- Ensure the salary offer is approved by appropriate designees BEFORE an offer is made.

## **Affirmative Action Officer**

- Actively promote equal opportunity and Affirmative Action by conducting training for Human Resources staff and Hiring Authorities.
- Work collaboratively with the Hiring Authority and Human Resources to recruit and provide coaching through the process when necessary.
- Monitor the hiring process.
- Approve justifications to hire BEFORE the job offer is made.



## Definitions

- **Affirmative Action:** proactive steps to eliminate barriers [such as unfairness, favoritism, and biases] that have resulted in historic patterns of employment discrimination against minorities and women.
- **Applicant Tracking Systems**
  - Workday– the primary applicant tracking system used for all position postings.
  - Recruiting Solutions – a secondary job posting site used to advertise classified position postings. Note that applicants will not be able to apply through Recruiting Solutions—they will be redirected to Workday to apply.
- **Appointment Status**
  - Full-time – positions that are filled at 1.0 FTE.
  - Part-time – positions that are filled at less than 1.0 FTE.
  - Intermittent – positions that are filled with an irregular schedule.
- **Appointment Types**
  - Probationary – a probationary appointment is a type of appointment for a designated period of time [usually 6 months to 1 year] based on the collective bargaining agreement language that is designed to lead to permanent or tenured status.
  - Fixed Term – a fixed term appointment is designated for a limited period of time and carries no implication for future employment.
  - Limited Appointment [MSUAASF only] – a limited appointment can be used for appointments in Residence Halls or Admissions. It is an appointment of up to 5 years and does not imply future employment will be offered.
  - Externally Funded [MSUAASF only] – an externally funded appointment is used when at least 25% of the funding for the position comes from sources outside the employer's control [such as external grants, revenue sources, etc.]. These positions do not become probationary and terminate when the funding ceases.
  - Temporary [Classified only] – a temporary appointment has a definite end date. Employees can be appointed to temporary positions in the classified service for a period not to exceed 12 months in any 24-month period in any one agency.
  - Adjunct [IFO only] – an adjunct appointment is a part-time faculty appointment for a limited period of time and carries no implication for future employment. Adjunct faculty are limited to teaching no more than 12 credits in an academic year.
  - Athletic Appointment [IFO only] – an athletic appointment is used for faculty members whose workload includes intercollegiate athletic coaching. These positions are designated for a limited period of time and carry no implication for future employment. These positions are appointed/paid on an academic year basis.
  - Annual Appointment [IFO only] -- an annual appointment is used for faculty members whose workload includes intercollegiate athletic coaching. These positions are designated for a limited period of time and carry no implication for future employment. These positions are appointed/paid on a fiscal year basis.

- At Will [Administrators only] – all Administrators in acting, interim, and temporary appointments may be ended without advance notice at any time, with or without cause.
- **Classification:** groups of positions that are sorted based on shared characteristics, responsibilities, and other relevant factors.
- **Collective Bargaining Agreements:** the [written agreement](#) between the employer and the union representing the employees. Minnesota State University Moorhead has employment covered by 5 bargaining units and 3 personnel plans.
- **Connect 700:** a pre-probationary program that provides eligible individuals a chance to demonstrate their abilities through an on-the-job trial work experience of up to 700 hours and gives Hiring Authorities the opportunity to more accurately determine if an applicant has the skills and abilities to be successful in the position. Candidates must have a Proof of Eligibility certificate.
- **Full-Time Equivalent [FTE]:** refers to the number of hours worked by an individual employee in a year, in relation to the number of hours expected for a full-time position. The annual FTE count is 2,088 hours for staff positions and 1,344 hours for faculty positions.
- **Equal Employment Opportunity:** federal and state mandates to ensure that employment activities, beginning with the hiring process, are conducted in a non-discriminatory manner; includes analysis of the workforce regarding the race, sex, disability status, and veteran status of its employees.
- **Position Description [PD]:** a clear and concise summary of what is necessary to successfully perform the job. It contains the purpose of the position, expectations or responsibilities of the position, and the necessary qualifications needed to perform the work.
- **Position Control Number [PCN]:** a unique number used to identify a position.
- **Position Type**
  - Classified – employees in these positions generally include custodial, clerical, or maintenance employees, or any professional or managerial employee performing duties in connection with the business administration of the institution. Classified bargaining units at MSUM include: AFSCME, MAPE, MMA, Commissioner's Plan, and Managerial Plan.
  - Unclassified – employees in these positions include presidents, vice-presidents, deans, other managers and professionals in academic and academic support programs, administrative or service faculty, teachers, or research assistants. Unclassified bargaining units at MSUM include: IFO, MSUAASF, and the Personnel Plan for Administrators.
- **Search Types**
  - Full Search – A full search is a comprehensive search process used to fill all positions following the [established posting timelines](#).
  - Direct Hire – A direct hire process allows the hiring of a qualified individual without the completion of a competitive search. This is used in limited circumstances where illness, injury, leave of absence, or an unexpected separation or reassignment have occurred. Direct hire appointments are for a limited period of time [generally one year or less].
- **Vacancy Notice:** similar to a position description, a vacancy notice is used to articulate the details of a vacant IFO faculty position. It contains the expectations or responsibilities of the position, and the necessary qualifications needed to perform the work.



## Guidelines for Forming a Search Committee

Search Committees play a vital role in recruiting and evaluating the most qualified candidates for employment at the University. The structure of Search Committees will vary among departments, depending on the position to be filled. The Hiring Authority should serve as the Search Committee Chair whenever possible. The composition of a Search Committee is key to a broad and inclusive search and the committee should:

- ☐ Include individuals with different backgrounds, perspectives, and expertise.
- ☐ Include appropriate stakeholders such as peers of the new hire, supervisors, and those with similar positions. Include individuals with knowledge of the area and technical expertise to evaluate candidates' qualifications effectively.
- ☐ Represent a diverse cross section of the University population, including members with a demonstrated commitment to diversity. All members are considered diversity advocates.
- ☐ Be limited in size to allow all members to participate effectively – ideally 5 members or less.

**Positions that require specific formation guidelines in addition to those mentioned above include:**

### **Administrator**

The committee will include representation from the following bargaining units: Classified, IFO, MSUAASF.

### **IFO**

The Dean will ask the hiring department to appoint a Search Committee from among its faculty members with at least halftime appointments in the department. The department will name one of the members as chair of the committee, preferably one with Search Committee experience. The department may request that faculty from other departments serve on their Search Committee for diversity and other purposes, however, the Faculty Association must approve any additional committee members beyond the eligible faculty members in the hiring department. With the approval of the Faculty Association, the department may appoint students, community representatives and other University employees as non-voting members. When a faculty appointment is shared by two or more departments/administrative units, each department shall select faculty to serve on the search committee in proportion to the percent of the appointment assigned to that department. The department with over half the appointment shall appoint the chair. If the assignment is divided evenly between departments, then each department/administrative unit may nominate a chair with the decision made by the Faculty Association. Questions about overall size and composition of the committee, if not decided by mutual agreement of the departments/administrative units, shall be referred to and determined by the Faculty Association.

### **Faculty Association Process**

The F.A. President will annually solicit volunteers who will attest to their commitment to Affirmative Action and the Faculty Senate will approve a pool of eligible faculty. The F.A. President shall ask the Affirmative Action Officer to provide annual training in Affirmative Action goals and best practices, and the pool of eligible faculty shall be restricted to faculty members who have received this training within the current or previous academic year. When the need arises, the F.A. President shall appoint one or more persons from this list to a Search Committee. Normally, the F.A. President shall not appoint from outside the department if the department has already appointed a Search Committee Member who both is from among its faculty members with at least halftime appointments in the department.

### **MSUAASF**

Per Article 20, Section E of the MSUAASF Master Agreement, at least one association representative selected by the Campus Association President shall be included on any Search Committee for the purpose of making recommendations with regard to the filling of a vacancy within the bargaining unit. The number of ASF Members on the committee will not be exceeded by the membership of any other bargaining unit.

## Search Procedures

### Part One: Preparation for Search

1.	<p>When a Hiring Authority identifies a vacancy or the need for a new position, they should contact the <a href="#">Office of Human Resources</a> to initiate an initial meeting and determine the proper hiring process. The following are important considerations for the initial meeting:</p> <ul style="list-style-type: none"> <li>• Is there an existing position description/vacancy notice?</li> <li>• Are there necessary adjustments to the organizational chart?</li> <li>• What is the rationale for this position?</li> <li>• Is there temporary or permanent funding for the position?</li> <li>• Will this be a full search or direct hire?</li> </ul>	<p><a href="#">Position Description &amp; Vacancy Notice Resources</a></p> <p><a href="#">MSUM Position Review &amp; Approval Process</a></p>
2.	<p>Following the initial meeting, the Office of Human Resources will complete and electronically route the Recruitment Authorization form for approval from the following individuals [or designee]:</p> <ul style="list-style-type: none"> <li>• Direct Supervisor</li> <li>• Department Director/Dean</li> <li>• Division Vice President</li> <li>• AVP of Budget</li> <li>• Affirmative Action Officer</li> <li>• Campus Human Resources Officer</li> </ul>	<p><a href="#">Recruitment Authorization Form</a></p>
<b>For all direct hires, skip to Part 5, Section 3</b>		
3.	<p>While the Recruitment Form is in routing, the Hiring Authority notifies the individual who will serve as the Search Committee Chair. The Hiring Authority and Search Committee Chair determine the remaining Search Committee members following the established guidelines.</p>	<p><a href="#">Guidelines for Forming a Search Committee</a></p>
4.	<p>The Search Committee Chair schedules the first meeting with the entire committee to prepare for the upcoming search. Please see the recommended meeting agenda for discussion topics.</p>	<p><a href="#">1<sup>st</sup> Search Committee Meeting Agenda</a></p>
5.	<p>The Search Committee Chair determines the appropriate electronic filing method for documents used throughout the search process [PD/vacancy notice, meeting agendas, interview questions, evaluation forms, etc.]. The Search Committee Chair should grant access to all Search Committee Members and communicate the expectations for record-keeping.</p> <ul style="list-style-type: none"> <li>• Filing options include a shared folder in OneDrive or a Microsoft Teams page. The Search Committee Chair will need to share all materials with the Office of Human Resources at the end of the search.</li> </ul>	<p><a href="#">Create a Teams Page</a></p> <p><a href="#">Create a OneDrive Folder</a></p>
6.	<p>The Search Committee Chair and all Search Committee Members will need to complete the items listed below prior to the next steps in the recruitment process. The Search Committee Chair verifies that each committee member has completed all the above items. Candidate interviews may be delayed if all items are not completed or received.</p> <ul style="list-style-type: none"> <li>• Search Advisory Committee Training</li> <li>• Confidentiality Agreement</li> </ul>	<p><a href="#">Required Search Advisory Committee Training &amp; Confidentiality Agreement</a></p>
<a href="#">Frequently Asked Questions [FAQs]</a>		

## Part Two: Beginning the Search

1.	<p>Following approvals on the Recruitment Authorization form, the Office of Human Resources will provide a final, signed copy of the form to the Search Committee Chair that includes:</p> <ul style="list-style-type: none"><li>• Bidding begin &amp; end date [if applicable]</li><li>• External advertising begin &amp; end date [if applicable]</li></ul> <p>The Office of Human Resources notifies the campus community of vacant positions, and any positions open for bidding are sent directly to eligible employees.</p>	<a href="#">Bidding Resources &amp; Procedures</a>
2.	<p>The Office of Human Resources manages the official advertising for the position. Once the Search Committee Chair receives a copy of the approved Recruitment Authorization form, please allow up to 5 business days for the position to be published on the official advertising sites.</p> <ul style="list-style-type: none"><li>• The position is posted in Workday and requires the Hiring Authority to review and approve the posting before it goes live for applicants.</li><li>• In order to attract a larger and more diverse candidate pool, we encourage the Search Committee to consider advertising outside of the official advertising locations such as professional networks, campus listservs, or other relevant sources outlined in the advertising resources.</li></ul>	<a href="#">Minimum Advertising Requirements</a> <a href="#">Advertising Resources</a>
<a href="#">Frequently Asked Questions [FAQs]</a>		

## Part Three: Applicant Review

1.	Applications are received in <a href="#">Workday</a> . Once the applications are submitted by candidates, they are immediately viewable by the search committee. <ul style="list-style-type: none"> <li>If the Search Committee Chair wishes to extend the posting's close date, please contact the <a href="#">Office of Human Resources</a> with the requested extension date at least 2 business days before the original posting close date.</li> </ul>	<a href="#">Applicant Review Best Practices</a>
2.	After the posting closes, the Office of Human Resources will remind the Search Committee how to access the applications and review the Affirmative Action information. All committee members must evaluate every applicant using the approved screening tool created by the Search Committee.	<a href="#">Affirmative Action in the Search Process</a>  <a href="#">Applicant Screening Tool Template</a>
3.	The Search Committee Chair will schedule a second committee meeting after the Committee has reviewed all applications. <ul style="list-style-type: none"> <li>Scheduling this meeting soon after the posting's close date will allow the Search Committee to share their applicant evaluations and identify candidates to invite for the first-round of interview.</li> </ul>	<a href="#">2<sup>nd</sup> Search Committee Meeting Agenda</a>  <a href="#">Interview Process Guidelines</a>  <a href="#">Guide to Developing Effective Interview Questions</a>
<a href="#">Frequently Asked Questions [FAQs]</a>		

## Part Four: Interviewing

1.	<p>Once the Search Committee has determined the candidates selected for the first round interview, the Search Committee Chair completes the Interview Request form and sends to <a href="mailto:HR@mnstate.edu">HR@mnstate.edu</a>.</p> <ul style="list-style-type: none"> <li>A separate Interview Request Form will need to be completed for each round of interviews. <b>This form must be submitted and approved before contacting candidates to schedule an interview.</b></li> <li>For a full search, at least two rounds of interview activities are recommended to assess the candidates appropriately. Interview activities could include written questions, skills assessments, pre-recorded video interviews, phone calls, etc.</li> </ul>	<p><a href="#">Interview Request Form</a></p> <p><a href="#">Interview Process Guidelines</a></p>
2.	<p>Once the Interview Request form is approved, the Office of Human Resources will provide a final signed copy of the form to the Search Committee Chair. The Search Committee Chair is responsible for contacting candidates to schedule interviews. Non-committee members are not authorized to contact candidates due to confidentiality.</p>	<p><a href="#">Sample First-Round Interview Invitation</a></p>
3.	<p>Once the Search Committee Chair receives email notification that the Interview Request form has been approved, the Search Committee will develop the interview itinerary and distribute it to the candidates and individuals the candidates will be meeting with.</p> <ul style="list-style-type: none"> <li>All Committee Members should attend each interview and take notes on each candidate.</li> </ul>	<p><a href="#">Interview Process Guidelines</a></p>
4.	<p>After the first round of interviews has been completed, the Search Committee Chair will schedule a third committee meeting.</p> <ul style="list-style-type: none"> <li>Scheduling this meeting shortly after the first round of interviews will allow the Search Committee to share their applicant evaluations and discuss which candidates should move forward in the hiring process.</li> </ul>	<p><a href="#">3<sup>rd</sup> Search Committee Meeting Agenda</a></p> <p><a href="#">Guide to Developing Effective Interview Questions</a></p>
5.	<p>The Search Committee Chair is responsible for notifying candidates who were interviewed but are not selected to move forward in the interview process after each round of interviews. The Office of Human Resources will disposition candidate in Workday at the end of the hiring process.</p>	<p><a href="#">Non-Selected Applicant Templates</a></p>
6.	<p>Once the Search Committee has determined the candidates selected for the final round of interviews, the Search Committee Chair completes the Interview Request form and sends completed form to <a href="mailto:HR@mnstate.edu">HR@mnstate.edu</a>. The Office of Human Resources will provide a final, signed copy of the form to the Search Committee Chair when it is approved.</p>	<p><a href="#">Interview Request Form</a></p>
7.	<p>Once the Interview Request Form is approved, the Search Committee Chair should contact the candidates via phone to confirm their continued interest in the position and to discuss on campus interview logistics.</p> <ul style="list-style-type: none"> <li>The Search Committee is responsible for developing the interview itinerary and distributing it to the candidates and individuals the candidates will be meeting with.</li> <li>Please review the sample itineraries to ensure required interview activities are scheduled.</li> </ul>	<p><a href="#">On Campus Interview Resources</a></p>

8.	<p>After all rounds of interviews are completed, each Search Committee Member must complete a Candidate Assessment form for each finalist and send the forms to the Search Committee Chair. The Search Committee Chair is responsible for sending all Candidate Assessment forms to the Hiring Authority.</p> <ul style="list-style-type: none"> <li>The role of the Search Committee is to gather feedback on the candidates to present to the Hiring Authority, who will make the final hiring decision. Unless otherwise directed by the Hiring Authority, the responsibilities of the Search Committee are now complete. Please refer to <a href="#">Part 6, Step 5</a> regarding electronic record keeping.</li> </ul>	<p><a href="#">Candidate Assessment Form</a></p>
9.	<p>The Search Committee Chair should record the committee's overall assessment of each candidate's strengths and weaknesses. Feedback should be factual, and behavior based. Please be mindful that candidates may have the ability to view feedback upon request. Refer back to <a href="#">Interview Process Guidelines</a> for best practices.</p>	<p><a href="#">Workday Applicant Review Instructions</a></p>
<p><a href="#">Frequently Asked Questions [FAQs]</a></p>		

## Part Five: Preparing to Hire

1.	The Hiring Authority reviews all candidate assessment forms provided by the Search Committee Chair to assess the committee's feedback on the final candidates.	
2.	Once final candidates are identified, reference checks will be conducted through Crosschq. Search Chairs will submit the names of the finalists to the Office of Human Resources, which will communicate directly with the candidates regarding the reference check process. The Office of Human Resources will then share the results with the Hiring Authority.	
3.	Following review of reference reports and candidate assessment forms, the Hiring Authority will determine the candidate to recommend for hire. Prior to making a verbal offer, the Hiring Authority must complete the Hiring Form and submit to <a href="mailto:HR@mnstate.edu">HR@mnstate.edu</a> , along with the required hiring materials. <b>This form must be submitted and approved prior to contacting the selected candidate.</b>	<a href="#">Hiring Form</a> <b>Salary Setting Guides</b> <a href="#">Classified</a> <a href="#">IFO</a> <a href="#">MSUAASF</a>
4.	<p>The Office of Human Resources will electronically route the Hiring form for approval. While awaiting the approval of the Hiring form, the Hiring Authority may reach out to the potential hire. A sample communication is below:</p> <p>"Congratulations! We are excited to let you know that you are our candidate of choice. We are currently working with our Office of Human Resources to formalize an official offer, and we want to ensure you have a benefits summary to review based on the union agreement this position is in. A member of the Office of Human Resources will be reaching out to confirm information from your résumé to ensure your salary is placed correctly. Do you have any questions for me at this stage?"</p>	<a href="#">Benefits Summaries</a>  <a href="#">Total Rewards Calculator</a>
<a href="#">Frequently Asked Questions [FAQs]</a>		



## Part Six: Closing the Search

1.	<p>Once the Hiring Form is approved, the Office of Human Resources will send a copy of the signed form to the Hiring Authority informing them that they may reach out to the selected candidate to make the verbal offer of employment. When making the verbal offer, the Hiring Authority should discuss the salary offer and begin discussion on a start date that works for both parties.</p> <ul style="list-style-type: none"> <li>When making the verbal offer, the Hiring Authority should be prepared for the candidate to make a salary counteroffer. Refer back to the <a href="#">salary setting guides</a>, for important salary parameters.</li> <li>The Office of Human Resources highly recommends at least 14 days' notice before an employee's start date to ensure a positive and seamless onboarding experience.</li> </ul>	
<p><b>Candidate <a href="#">accepts</a> verbal offer of employment.</b>  <b>Candidate <a href="#">declines</a> verbal offer of employment.</b></p>		
2.	If the candidate <a href="#">accepts</a> the verbal offer of employment, the Hiring Authority will notify the Office of Human Resources in writing of the acceptance and the final step placement and start date that was accepted. The Office of Human Resources cannot begin the onboarding process until the official start date has been finalized and offer letter signed.	
3.	Background checks are required for some positions on campus. The background check process should be initiated by the Hiring Authority once a verbal offer is accepted by the candidate. The Office of Human Resources will also include required background check information in the candidate's official offer letter.	<a href="#">Background Check Guidelines</a>
4.	<p>After the Hiring Form is submitted, the Office of Human Resources will prepare and send the new hire an official offer letter to sign. This letter will include: base salary, start date, position status, collective bargaining unit information, and any contingencies of the offer [degree completion, background check, etc.]</p> <ul style="list-style-type: none"> <li>Please allow the Office of Human Resources up to 3 business days to prepare the new employee's offer letter once the Hiring Form has been approved. If the new hire requests written confirmation of their offer acceptance, the Hiring Authority may provide them a letter or email using the Written Acceptance Template.</li> </ul>	<a href="#">Written Acceptance Template</a>  <a href="#">FWM Hiring/Payroll Workflow for New Faculty</a>
	<p>If the selected candidate <a href="#">declines</a> the Hiring Authority's verbal offer of employment, the Hiring Authority may:</p> <ul style="list-style-type: none"> <li>Complete an additional Hiring Form to make an offer to another candidate.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <ul style="list-style-type: none"> <li>Notify the Office of Human Resources of a Failed/Unsuccessful Search</li> </ul> <p>If the Hiring Authority decides to fail or cancel the search, they should contact the Office of Human Resources regarding the options to re-post the position or revise the vacancy notice/position description.</p>	<a href="#">Hiring Form</a>

5.	<p>Immediately following the writing confirmation of acceptance to the Office of Human Resources, the Hiring Authority is responsible for contacting all finalist candidates to let them know the outcome of the search.</p> <ul style="list-style-type: none"> <li>• For internal candidates that were interviewed, we strongly encourage that the Search Chair send a personalized email/communication to the internal candidate that was not selected.</li> <li>• The Office of Human Resources will disposition all candidates in Workday.</li> </ul>	<a href="#">Non-Selected Applicant Templates</a>
6.	<p>Following the completion of all other steps in the search process, the Search Chair is responsible for collecting all remaining notes, screening documents, and evaluation forms from the Search Committee that were used at any point in the search process. The Search Chair and Search Committee Members will need to upload these files into the electronic record keeping site that was chosen at the start of the search [One Drive or Teams site]. The Office of Human Resources will contact the Search Chair to request all materials at the conclusion of the search.</p>	<a href="#">Microsoft Office 365 Resources</a>
<a href="#">Frequently Asked Questions [FAQs]</a>		

## **Frequently Asked Questions**

*If you have questions you think would be helpful to add to this list, please contact us at [HR@mnstate.edu](mailto:HR@mnstate.edu).*

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### **Part One: Preparation for Search**

1. **Can a Search Committee Chair or Search Committee member provide input when revising a vacancy notice or position description?**

*The Hiring Authority may choose to partner with a Search Committee Chair or Member when revising a vacancy notice or PD. The finalized vacancy notice or PD will need to be approved by the Hiring Authority/Dean.*

2. **Is the ELM Search Advisory Training and confidentiality agreement required every time I serve on a search committee?**

*Yes, all State of MN employees serving on a Search Committee should complete the ELM Search Advisory training annually. In addition, all committee members must sign the confidentiality agreement for each search.*

3. **Do we need to form a full Search Committee for positions that are sent out for bidding?**

*A full Search Committee is not required at the time vacant positions are sent out for bidding. If there are no eligible bidders and the position is recruited externally, the Search Committee Chair and Hiring Authority should form the rest of the Committee by following the instructions in [Part 1, Step 4](#).*

4. **Are we required to accept a bid?**

*Yes, under the AFSCME, MAPE, and MMA collective bargaining agreements, the Search Committee is required to accept eligible bids. The Office of Human Resources will determine if bidders expressing interest in a vacancy are eligible to bid. If the Office of Human Resources determines that the interested employees are eligible, they must be offered a conversation with the Hiring Authority to determine if they are still interested in the position. Interested bidders **must** be offered the position and should not be compared to potential external applicants.*

5. **We have students, community members, and non-State employees on our Search Committee and they cannot access ELM to complete the Search Advisory Training. What should they do instead?**

*These individuals will need to review the [MinnState Search Committee Handbook](#) and notify the Search Committee Chair once they have completed this. Committee Members must review the handbook before they can participate in candidate interviews.*

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### **Part Two: Beginning the Search**

1. **Can a job posting be listed as “open until filled”?**

*No, the Search Committee must set a specific closing date or application review date and extend the posting if needed. The Search Committee may review applications while the posting is open, however, they*

*will need to wait to set up interviews until after the advertising close date. This will help to ensure that Affirmative Action goals are closely monitored and that qualified diverse candidates are being reviewed equitably.*

**2. Can we post a position internally only for just current MSUM employees to apply?**

*At MSUM, we firmly believe in fostering a workplace culture that upholds equal opportunity and embraces the principles of affirmative action. As part of our commitment to these values, we are dedicated to ensuring that all employment opportunities are accessible to every qualified individual. Therefore, during the normal recruitment process, all positions are posted both internally and externally. Exceptions to this is evaluated on a case-by-case basis and will require approval.*

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### **Part Three: Applicant Review**

**1. How can students, community members, or non-state employees access application materials for review?**

*Non-state employees will **not** be able to access applicant materials for positions in Workday. In this case, the Search Committee Chair should print or email the applicant materials for the non-state employee or set up a meeting to review the applications together.*

**2. Can Search Committee members split up review of applicant materials?**

*No. In order to minimize bias in the search process and ensure consistency in the assessment of applications, **all** Search Committee Members must review the application materials for each candidate.*

**3. What should the Search Committee do if they are not sure whether someone meets minimum qualifications?**

*If the Search Committee is not able to determine whether someone meets the minimum qualifications for the position by looking at their application materials, the individual should be offered at least a first-round interview. During the interview, the Committee will have the opportunity to ask clarifying questions about the candidate's qualifications. The best practice is to find reasons to advance more candidates in the search process, rather than trying to find reasons to exclude them.*

**4. We have a large applicant pool and many of the applicants meet minimum qualifications. Are we required to offer all of them a 30-minute interview?**

*In order to narrow down the applicant pool while still giving applicants adequate consideration, we would recommend the use of written supplemental questions. The Search Committee can determine 1-3 questions that they would like the candidates to respond to via email. All candidates who meet minimum qualifications should be asked the same questions and be given the same timeline to respond. Written questions should not be used in place of a screening interview—they are simply another tool to be used in the applicant review process. Please see the [Guide to Developing Effective Interview Questions](#) for more information.*

**5. What types of positions are eligible to participate in the Connect 700 program?**

*All positions in classified bargaining units are eligible to participate in the Connect 700 program.*

6. How does a candidate participating in the Connect 700 program differ from any other applicant?  
*Candidates participating in the Connect 700 program are eligible to be appointed to unlimited classified positions without going through a competitive hiring process. Instead, they may be chosen to demonstrate job competence through a pre-probationary, on-the-job trial of up to 700 hours.*

7. Can Search Committee members share prior knowledge about an applicant with the rest of the Search Committee?

*A Search Committee member who has direct, personal knowledge of a candidate's performance related to the position's work responsibilities may share this information with the rest of the Search Committee. However, it is not appropriate to share second-hand information or hearsay.*

8. A current or former MSUM employee/student applied for a position. At the time of reviewing applications or interviewing, can the Search Committee or Hiring Authority contact their supervisor to inquire about the employee's performance?

*No, at the time of reviewing applications or conducting interviews, the candidate names should remain confidential. The Search Committee should not ask supervisors for any information pertaining to candidates.*

9. Can Search Committee members research candidates on the internet or social media?

*Search Committee members should not use the internet or social media to research candidates at any point in the search process. Social media sites may include information about candidates that is not appropriate to be considered during the search process and could create biases. Thorough reference checks and background checks [if applicable] will be conducted before a candidate is selected for hire.*

10. Do interview questions require approval from HR?

*The Office of Human Resources does not need to approve interview questions. However, it is important to ensure that all interview questions are legal, behavior-based, and written in accordance with MSUM's [Guide to Developing Effective Interview Questions](#).*

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## Part Four: Interviewing

1. Can an individual who is not on the Search Committee [such as a department OAS] assist with contacting candidates to schedule interviews?

*To maintain candidate confidentiality, only the Search Committee Chair or a designated member of the Search Committee should be responsible for contacting candidates to schedule interviews.*

3. How many attempts should the Search Committee make to schedule an interview with a candidate?

*The Search Committee should make a total of 3 attempts to schedule an interview with a candidate. This includes attempts made via phone and email. If the candidate does not respond after 3 attempts, the Search Committee may consider the candidate as having withdrawn from the search process.*

4. We had a very small applicant pool for our position. Can we skip the 2<sup>nd</sup> interview activity if we feel we can effectively evaluate the candidates after the first conversation?

*The Office of Human Resources recommends at least 2 rounds of interview activities. A candidate's interview is not only a time for the committee to decide if the candidate is best qualified for the position, but also for the candidate to decide if the position fits with their career goals. It is important to allow the candidate this extra opportunity to ask questions, meet team members, and see their potential workspace. Please consult with the Office of Human Resources to determine the appropriate type of interview activities for the position.*

**5. Is recording of interviews permitted if a Committee Member is unable to attend?**

*To preserve candidate privacy and to ensure equity in the search process, recording of interviews is not permitted. All Search Committee members should make their best effort to attend every interview. If a Committee Member is unable to attend an interview, at least two other Committee Members should share their notes with the member who is not able to attend.*

**6. If we have one local candidate and one candidate who lives in another state, can we have the local candidate come to campus and interview the other via Zoom?**

*No, all candidates should be interviewed using the same interview method [in person, phone, Zoom]. This will help to ensure that all candidates are treated equitably and have the same opportunity to present themselves to the Search Committee.*

**7. Will HR provide parking passes for on-campus interviews?**

*Departments who wish to offer parking passes for candidates invite for on campus interviews will do so using the [Public Safety webpage](#). Departments are responsible for the cost.*

**8. When can the names of candidates become public?**

*The names of candidates should remain confidential and should not be shared outside of the Search Committee until the finalists are determined. Once the finalist interviews are confirmed, the names of the candidates can be announced to the campus community.*

**9. When should internal applicants be notified if they are not advancing in the search process?**

*Internal applicants should be promptly informed by the Search Committee after their interview if they will not be advancing in the search process. Clear and timely communication with internal applicants is crucial, especially since the names of the finalists may be made public.*

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## **Part Five: Preparing to Hire**

**1. Can the Hiring Authority contact a candidate's references if they have clarifying questions about the information included in the reference checks?**

*Yes, however, the Hiring Authority should only reach out to those references that were indicated on the report. Please contact the Office of Human Resources if there are any areas of concern on the reference check reports.*

**2. Can the Hiring Authority request reference checks before the final interviews are held?**

*The Hiring Authority should wait until all rounds of interviews are completed to initiate reference checks. This will help to prevent unconscious bias during the final round of interviews and will allow the candidates to make an impression before the references provide supporting feedback.*

3. **What salary should the Hiring Authority include on the Hiring Form—the highest salary they are willing to offer or the salary they will offer initially?**

*The Hiring Form should include the highest salary that the Hiring Authority is willing to offer the candidate. This will account for any counteroffers that the candidate may request.*

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## **Part Six: Closing the Search**

1. **When can I notify the rest of the department that an offer of employment has been accepted? Do we need to wait until the new hire signs their official offer letter?**

*The Hiring Authority may announce that a hire has been made after the candidate accepts a verbal offer of employment. The Hiring Authority is **not** required to wait until the candidate signs their official offer letter to announce the hire.*

2. **What should the Search Committee do if a candidate asks for feedback after being informed that they were not selected to move forward in the search?**

*We encourage the Search Committee Chair to consult with the [Office of Human Resources](#) for guidance on providing feedback to candidates. At this time, please provide the Office of Human Resources with notes from the Search Committee's interview with the candidate.*

3. **Can the Search Committee refer a candidate to another position if they were not selected to move forward in the search process?**

*Absolutely! If an individual applies who may be qualified for another position on campus, the Search Committee Chair can encourage the individual to apply for the other position. All applications should be submitted through the [Human Resources webpage](#).*