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Talent Management

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# Recruiting and Selection Guidebook

Minnesota State



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*Minnesota State is an affirmative action, equal opportunity employer and educator*

# Getting Started – Things to Know

We hire new talent for a variety of reasons: filling vacancies, staffing new programs or initiatives, or hiring individuals to meet immediate needs of the institution. All these situations require a qualified and diverse candidate pool in order to meet our goal of creating a welcoming and inclusive climate for all students, faculty, staff, and visitors.

This guidebook is designed for experienced hiring managers, new managers filling their first positions, and human resources staff. It provides resources to use before, during and after a search. This section provides basic information you need to get started. The following sections describe the key steps in recruiting and selection, along with checklists to help you move through the process.

## What Kind of Job is it?

The Minnesota State system is an agency of the state government. That means that most of our positions are similar to those used in other agencies. At the same time, we have unique positions that occur within higher education. The recruiting and selection process for your job will be different depending on how it is classified.

- **Classified Job:** State civil service positions that are potentially used in all state agencies. Individuals in classified positions attain permanent status after successfully completing a probationary period. Assume that a position is classified unless there is statutory authority and approval to make it unclassified.
- **Unclassified Job:** Positions within state government that are unique to a certain industry (such as higher education). Employees in unclassified positions serve at the pleasure of the Governor or the Chancellor.
  - **Academic Unclassified** are managers and professionals in academic and academic support programs. Examples include presidents, vice presidents, deans, teachers, research assistants, and administrative or service faculty.
  - **Temporary Unclassified** employees can only be in professional, supervisory, or managerial positions and tend to be related to short-term projects. The appointment duration is for a limited period, not to exceed three years.

## How do Jobs Get Posted?

Minnesota State uses two applicant tracking systems, depending on the type of position being posted. Work with your HR Department on the process for posting the position and reviewing applications.

- **Recruiting Solutions** is the system used by state agencies to post the majority of classified jobs. If your position is posted here, log in to the [MMB self-service portal](#) to review applications.
- **PeopleAdmin** is used by individual institutions to post unclassified positions. Work with HR to review these applications.

## Job Boards

Once a position has been posted in the applicant tracking system, it is uploaded to a variety of job boards and employment sites. Hiring authorities can do any additional sourcing they deem necessary to reach a broad and diverse pool of potential job applicants. (See Appendix 3 for suggestions.)

**Minnesota Careers (MMB site):** Classified positions are posted on this [job board for state agencies](#). These positions are automatically included in [MinnesotaWorks.net](#) which is available to everyone and is used by state unemployment agencies.

**HERC:** Minnesota State is a member of the Upper Midwest [Higher Education Recruitment Consortium](#) (HERC). Positions posted on our Employment Opportunities page are automatically uploaded into the [HERC job board](#), a comprehensive job board that reaches millions of job seekers annually. From there, the jobs are automatically fed to job aggregators such as DirectJobs, Glassdoor, Jobmanji, Juju, and USMilitaryPipeline. In addition, HERC advertises with [Workplacediversity.com](#), the umbrella organization for many diversity sites.

**Indeed.com:** Jobs posted in Recruiting Solutions are automatically uploaded to Indeed.com and are available to job-seekers using this popular site.

## What Resources are Available?

The following resources apply throughout the recruiting and selection process. Specific tools or documents are described in the process checklists. The instructions below will help you access them.

### Minnesota Management and Budget (MMB)

MMB is the administrative division of the State of Minnesota that oversees financial and hiring activities and provides resources for all state agencies, including the Minnesota State system. Resources include:

- [Recruiting Resources](#).
- [Hiring and Selection](#).
- Forms for [Monitoring the Hiring Process](#).

### Graystone Group Advertising

On contract through MMB to provide free assistance with advertising (see Appendix 4).

### HR Connect (SharePoint) sites

Many internal resources are available to Minnesota State faculty and staff through the [Talent Management](#) site on SharePoint. Log in via Office 365, using your Star ID and your normal password.

**Recruiting, Searching, and Selection** page provides:

- Recruiting resources, including documents and resource sites to support this guidebook.
- Search Advisory Committee Handbook, along with other resources and training materials.
- Additional resources, such as information about background checks.

### Onboarding Toolkit

Once you have made your final selection, this site provides resources to help the new employee be successful during the first week and throughout the first year. You will find hiring checklists and sample materials to assist in the onboarding process.

### Search Advisory Committee Training

A two-part online course is available for search advisory committee members. The first section deals with roles and responsibilities during a search, and the second provides information on mitigating the effects of unconscious bias. To enroll,

- Log in to [employee self-service/ELM](#) using your eight digit State ID Number and password.
- Choose the **Enterprise Learning Management** tile.
- Use “find learning” to locate the title “Search Advisory Committee Training” and follow links to register.

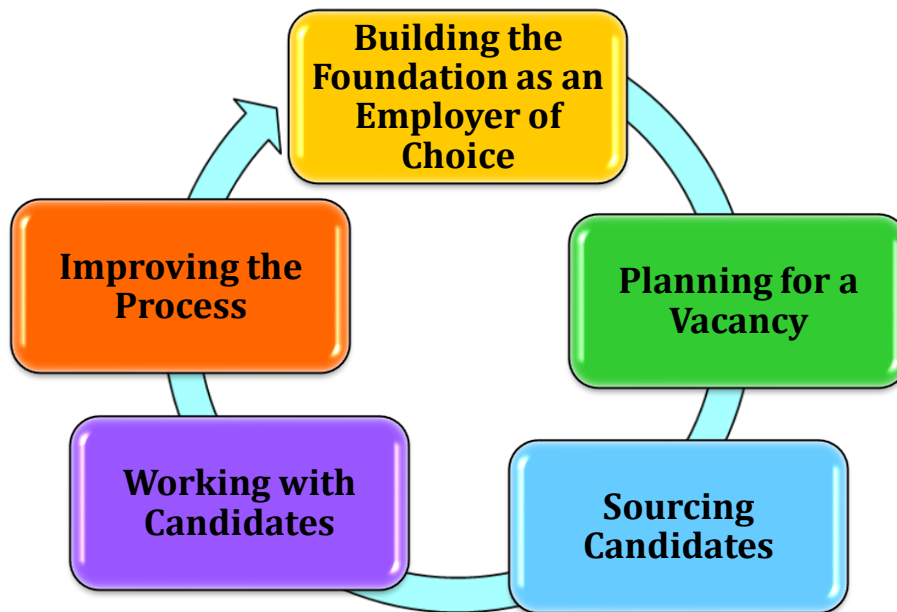
If you are not an employee of Minnesota State, check with your campus HR office for web links.

## Recruiting and Selection Steps

This model describes the steps in the Minnesota State recruiting and selection process. Following these steps will help us to:

- Achieve affirmative hiring goals.
- Ensure equity and access across the system.
- Provide a positive candidate experience.
- Identify recruiting metrics to improve hiring processes.

The following sections provide checklists and resources for each step in the process.



## Step 1: Building the Foundation as an Employer of Choice

For Minnesota State to be seen as a desirable workplace for internal and external job applicants, it must:

- Present a strong, unified story about our colleges, universities, and the system.
- Develop relationships with multiple, diverse networks and organizations at local, state, and national levels to help target strong and diverse candidate pools.
- Build and maintain a welcoming environment for all applicants.
- Understand current and future needs for job skills and expertise.

Actions	Responsible Parties	Resources
Integrate institutional mission and unique story into the recruiting process and materials	Campus marketing and communications office	College or University web site, local recruiting materials
Create recruiting materials (to use at job fairs, support local networking and recruiting efforts, etc.)	Marketing and communications offices, campus HR office, Human Resources division, Equity and Inclusion division	<ul style="list-style-type: none"> <li>• <a href="#">Working at Minnesota State</a></li> <li>• <a href="#">State of Minnesota (MMB) - Why Work for Us?</a></li> </ul>
Develop relationships and networks	Campus HR office, Human Resources division, Equity and Inclusion division	<ul style="list-style-type: none"> <li>• <a href="#">Equity and Inclusion</a> (system web page)</li> </ul>
Develop a welcoming environment for applicants	Recruiters, campus HR office, hiring authorities and their teams	<ul style="list-style-type: none"> <li>• Search Advisory Committee handbook</li> <li>• Onboarding Toolkit (HR Connect SharePoint site)</li> <li>• Diversity and Inclusion Training (see Appendix 1)</li> </ul>
Understand current and future needs	Campus HR office in collaboration with hiring authorities	<ul style="list-style-type: none"> <li>• Campus and departmental strategic planning</li> <li>• Consultation with campus HR office</li> </ul>
Create pipeline programs	Campus HR office, Equity and Inclusion office	Creating Pipeline Programs (see Appendix 2)

## Step 2: Planning for a Vacancy

Hiring and retaining a diverse workforce requires careful planning. When filling a specific vacancy,

- Review the work,
- Ensure position is appropriately classified,
- Create position descriptions that use inclusive language,
- Determine how to assess job qualifications for the vacancy,
- Review affirmative action goals related to the position to determine specific recruiting needs,
- Ensure a fair and inclusive search process.

Actions	Responsible Parties	Resources
Consult with HR to review the work and determine classification	Hiring authority and campus HR office	<a href="#">HR Connect/Classification – Job Analysis Worksheet</a>
Obtain budget approval	Hiring authority	
Create/update the position description using inclusive language	Hiring authority and campus HR office	<ul style="list-style-type: none"> <li>• <a href="#">MMB recruiting resources: job descriptions</a></li> </ul>
Submit classification review for the position (if needed)	Campus HR office, Human Resources division	
Decide how to assess job qualifications of applicants for the vacancy	Hiring authority and campus HR office	<ul style="list-style-type: none"> <li>• <a href="#">MMB recruiting resources: job analysis</a></li> <li>• Check with your HR office for access to <b>SkillSurvey.com</b> or view info on <a href="#">HR Connect</a></li> </ul>
Review Affirmative Action goals	Campus Affirmative Action officer (AAO), HR office, and hiring authority	<ul style="list-style-type: none"> <li>• Visit the <a href="#">Equity and Inclusion web page</a> for a list of campus Diversity Officers</li> </ul>
Determine budget for recruiting and relocation (if any)	Hiring authority and campus HR office	
Design a fair and inclusive search process and determine who is involved	Hiring authority and campus HR office, with AAO review	<ul style="list-style-type: none"> <li>• MMB <a href="#">Hiring and Selection</a> resources</li> </ul>
Identify and prepare search advisory committee members (if committee will be used)	Hiring authority and campus HR office	<ul style="list-style-type: none"> <li>• Search Advisory Committee Training</li> <li>• Search Advisory Committee Handbook</li> </ul>
Schedule committee meetings and interview times	Hiring authority or search chair	

## Step 3: Sourcing and Recruiting Candidates

Consistently implementing varied and multiple sourcing methods or strategies will help to identify both passive and active candidates and provide a qualified and diverse talent pool. Whenever there is a vacancy or interim position:

- Determine the sourcing strategy based on the position and campus need,
- Decide whether additional sourcing and recruiting activity is needed beyond the automatic posting described on page 4,
- Advertise in diverse locations and for the period of time necessary to meet the recruiting needs of the position,
- Ensure a diverse candidate pool.

Actions	Responsible Parties	Resources
Determine how the position fits into the campus sourcing strategy and budget	Hiring authority, campus Affirmative Action Officer (AAO), and campus HR office	<ul style="list-style-type: none"> <li>• Appendix 3 – Sourcing Strategies</li> </ul>
Develop a recruiting plan for the position	Hiring authority and campus HR office	<ul style="list-style-type: none"> <li>• Appendix 3 – Recruitment Strategies</li> <li>• <a href="#">MMB Recruiting resources</a></li> <li>• HERC Recruiting Toolkit (check with HR for login)</li> </ul>
If applicable, determine whether to accept international candidates requiring sponsorship/visas	Hiring authority, Chief Human Resources Officer (CHRO)	Minnesota State Office of the General Counsel – <a href="#">Immigration Information page</a>
Design job posting(s)	Recruiter; media partners (optional)	<ul style="list-style-type: none"> <li>• Appendix 4 – Media Partners (Greystone Group)</li> </ul>
Ensure posting requirements (timeframe, bidding, layoff, workers comp, etc.) and best practices are met	Recruiter	<ul style="list-style-type: none"> <li>• Appropriate <a href="#">bargaining unit contract</a></li> <li>• <a href="#">MMB Connect 700 Program</a></li> <li>• <a href="#">MMB Supported Worker Program</a></li> </ul>
Analyze position for applicable bidding and recall rights; process according to bargaining unit agreements	Campus HR office	Refer to specific bargaining unit contract’s vacancy posting articles
Place job posting on appropriate sites	Campus HR office	<ul style="list-style-type: none"> <li>• Requirements in <a href="#">bargaining unit contracts</a></li> <li>• Recruiting plan for position</li> </ul>
Implement networking activities	Recruiter, hiring authority, search advisory committee members, campus colleagues	Sourcing strategy for the position



## Step 4: Working with the Candidates

Institutional human resources staff will work with the search advisory committee and hiring authority to ensure a fair and inclusive process that complies with all applicable laws and guidelines.

- Monitor the search process to ensure it is fair and inclusive.
- Ensure compliance with applicable affirmative action goals.
- Communicate with all applicants throughout the process.

### Step 4A - Screening

Actions	Responsible Parties	Resources
Monitor the candidate pool for diversity; continue sourcing activities as needed	Recruiter, hiring authority, search advisory committee members	<ul style="list-style-type: none"> <li>• Appropriate applicant tracking system</li> <li>• Campus and system affirmative action plans</li> </ul>
Determine whether there are any Connect 700 eligible applicants after posting is closed and follow process	Applicant brings Connect 700 certificate to the campus HR office before the posting closes	<ul style="list-style-type: none"> <li>• <a href="#">MMB Connect 700 Program</a></li> </ul>
Analyze candidates against diversity goals after posting end date; repost position if needed	Recruiter runs query and submits report to campus Affirmative Action Officer (AAO) for review	<ul style="list-style-type: none"> <li>• Institution's affirmative action data</li> <li>• <a href="#">MMB – Monitor the Hiring Process</a></li> </ul>
Screen applicant pool for individuals with Recently Separated Veteran status	Recruiter	<ul style="list-style-type: none"> <li>• Appropriate applicant tracking system</li> <li>• Search Advisory Committee Handbook</li> </ul>
Screen applicant pool to identify applicants that meet minimum qualifications	Recruiter and/or hiring authority	Job posting
Notify applicants that do not meet minimum qualifications; code appropriately in applicant tracking	Recruiter	Appropriate applicant tracking system
Analyze pool of applicants that met minimum qualifications against diversity goals; review full pool and/or repost if needed	Recruiter and AAO	<ul style="list-style-type: none"> <li>• Institution's affirmative action data</li> <li>• <a href="#">MMB – Monitor the Hiring Process</a></li> </ul>
Notify applicants that meet minimum qualifications that they have been referred; code appropriately in applicant tracking	Recruiter	Appropriate applicant tracking system

## Step 4B - Assessing

Actions	Responsible Parties	Resources
Determine which applicants to move forward in the process	Hiring authority and/or search advisory committee	<ul style="list-style-type: none"> <li>Search advisory committee handbook</li> </ul>
Analyze proposed interview pool against diversity goals; include additional people from the qualified pool if needed	Recruiter and campus Affirmative Action Officer (AAO)	<ul style="list-style-type: none"> <li>Institution's affirmative action data</li> <li><a href="#">MMB – Monitor the Hiring Process</a></li> </ul>
Invite selected candidates to interview/selection process; code appropriately in applicant tracking	Recruiter and/or hiring authority and/or search committee chair	Applicant tracking system
Notify other candidates that the process is continuing and they are still under consideration	Recruiter	Applicant tracking system
Implement assessment process (conduct interviews, skill demonstrations, etc. and collect reference check forms)	Hiring authority and/or search advisory committee	<ul style="list-style-type: none"> <li>Background checks info</li> <li><a href="#">MMB Policy on background checks</a></li> </ul>

## Step 4C - Selecting

Actions	Responsible Parties	Resources
Identify a finalist pool and conduct reference/employment/background checks as appropriate	Hiring authority and/or recruiter with review by AAO	<a href="#">MMB – Monitor the Hiring Process</a>
Identify candidate for final consideration	Hiring authority	
Obtain approval for salary offer; identify start date and offer details	Campus HR office; Human Resources Division	<ul style="list-style-type: none"> <li><a href="#">HR Guidelines</a> on HR Connect (see CMP0008)</li> <li>Salary decision form</li> </ul>
Negotiate job offer and follow up with formal offer letter; code appropriately in applicant tracking	Hiring authority and/or recruiter	Total Rewards Calculator (available through campus HR office)
Follow up with candidate once offer is accepted, send welcome letter	Hiring authority	Templates and electronic resources in campus HR office
Follow up with non-selected candidates	Hiring authority/search chair (interviewed candidates); recruiter (other applicants)	Applicant tracking system
Close the job in the applicant tracking system and collect search process documents	Recruiter	Applicant tracking system

# Section 5: Improving the Process

Assess hiring processes in order to identify practices that promote effectiveness, increase the diversity of applicant pools, and increase the retention rate for new hires.

- Identify most effective recruiting strategies that generate a diverse applicant pool of candidates best suited to the position.
  - Is this strategy being used correctly, consistently, creatively and to full capacity?
  - Under what circumstances has return on investment been exceptionally high?
  - What appears to be causing or contributing to lower levels of return on investment?
- Determine hiring practices that provide most qualified candidates.
  - How well have interview questions and candidate behavioral data predicted candidate performance on the job?
  - What recruiting strategies contributed to new hire retention rates?
- Streamline the hiring process.

Actions	Responsible Parties	Resources
Define measurable goals for the recruiting and hiring process	Campus HR office (based on leadership team feedback)	Hiring Metrics (document on <a href="#">Recruiting SharePoint</a> site)  <i>Note: Open the document in Word to use the calculation spreadsheets.</i>
Track recruiting metrics	Human Resources Division	Reports generated by applicant tracking system
Assess recruitment strategies for effectiveness	campus HR office	<ul style="list-style-type: none"> <li>• Probationary and first year performance reviews</li> <li>• Exit interviews</li> </ul>
Improve sourcing, recruiting and hiring strategies and practices	campus HR office	

# Definitions

- **Applicant Pool:** The individuals who have applied for a position, meet the minimum qualifications, and satisfy any limits on consideration for the position.
- **Affirmative Action:** Specific proactive steps taken to eliminate barriers (such as unfairness, favoritism, and biases) that have resulted in historic patterns of employment discrimination against minorities and women.
- **Candidate:** Someone who has satisfied the requirements and minimum qualifications for a position and is being considered as a possible hire.
  - **Active candidates** submit applications for positions
  - **Passive candidates** are not actively searching for a job and are sought out by recruiters
- **Connect 700 program:** Allows eligible individuals with a disability the opportunity to demonstrate their ability to perform a specific position for up to 700 hours on the job without going through a competitive selection process. Candidates must have a Proof of Eligibility Certificate.
- **Classified and Unclassified Jobs:** (see introduction section)
- **Equal Employment Opportunity:** Federal and state mandates to ensure that employment activities, beginning with the hiring process, be conducted in a non-discriminatory manner; includes analysis of the workforce regarding the race, sex, disability status, and veteran status of its employees.
- **Finalist/Finalist Pool:** Members of the applicant pool who best meet the qualifications for a position. The hiring authority can select from the finalist pool by using one or more job-related assessment method(s). A finalist pool does not have to consist of a certain number of people.
- **HERC:** The Higher Education Recruitment Consortium offers job posting services, training and resources, and regional conferences to support recruitment of broad and diverse candidate pools. All Minnesota State institutions are members of HERC.
- **Hiring authority:** The supervisor, manager, or administrator who requests a new position to be filled and to whom the new hire will report.
- **Job Analysis:** A process of reviewing information about a job to determine work behaviors required to be successful in the position and to identify methods to measure the work performance.
- **Qualifications:** Criteria used for assessing job applicants.
  - **Minimum Qualifications:** Used for the initial screening of applicants; includes education, experience, knowledge, skills, abilities and any physical abilities required to enter a job. All posted minimum qualifications must be met in order for an applicant to be considered.
  - **Preferred Qualifications:** Additional desirable criteria for performing the job; includes factors that would increase the preference of one candidate over another because they will substantially reduce training time and cost or would greatly enhance the prospect of satisfactory or excellent performance.

- **Recently separated veteran:** A veteran who has served in active military service at any time on or after September 11, 2001, and who has been honorably discharged from active service. (See also [Minn. Statute 197](#))
- **Recruiter:** Member of the institution's Human Resources staff responsible for managing the hiring process for a vacancy.
- **Search advisory committees:** A group of individuals who serve in an advisory capacity to the hiring authority. Their primary responsibility is to assist in sourcing candidates for a position, review the applicant pool, and recommend candidates for final consideration.
- **Sourcing:** Practices aimed at finding, evaluating and engaging potential candidates for current or future job openings.
- **Total Rewards Calculator:** Tool used by human resources staff to calculate the total dollar value of a job offer including pay, benefits, and other organizational perks.

# Appendix 1: Diversity and Inclusion Training

Diversity and inclusion training activities should be incorporated into an institution's affirmative action plan. These activities help institutions attract and retain a diverse staff. Examples include:

Diversity and inclusion training programs that engage employees and develop skills such as:

- Understanding and minimizing hidden bias.
- Supporting inclusive practices to offset homophobia, xenophobia, and sexual harassment.
- Identifying and eliminating micro-aggressions.

Other diversity and inclusion best practices that could be included in an action plan include:

- Development of support networks such as employee resource groups (for example computer user groups or a project management special interest group).
- Mentoring programs.
- Affinity groups.
- Training to help people involved in searches and hiring understand affirmative action, recruiting documentation, and applicant tracking and coding.

Training tools:

- **Search advisory committee training**, including a module on minimizing the effects of implicit bias on the search process is available through the State of Minnesota ELM registration system. Check with your HR office for more information.
- **Online diversity training** is available through the State of Minnesota ELM portal. Check with your HR Office for current offerings or log on to ELM through the [MMB self-service portal](#) and search for personal and professional development courses.

Educational resources:

- [Minnesota Job Skills Partnership](#) – State of Minnesota program that works strategically with businesses and educational institutions to train or retrain workers, expand work opportunities, and keep high-quality jobs in the state.
- [HERC \(Higher Education Recruiting Consortium, Upper Midwest\)](#) – regional collaborative of higher education institutions provides resources and workshops on recruiting, retention, and pipeline issues. All Minnesota State institutions are members of HERC. Check with your campus HR office for login information.
  - HERC webinars on demand include topics such as diversity and compliance, dual-career, and recruitment and retention best practices.
  - HERC Disability Inclusion Toolkit – resources for creating welcoming and inclusive workplaces for individuals with disabilities.
- Minnesota State [Succession planning toolkit](#) – resources to support institutional succession strategies available through HR Connect.

## Appendix 2: Pipeline Programs

Pipeline programs can increase the quality of hires by helping institutions create and maintain a diverse pool of prospective candidates who are ready to competitively apply for vacancies. Program elements can include:

- Resources to assist faculty and staff in making connections with community partners who can assist in marketing and recruiting.
- Programs that focus on preparing under-represented individuals to competitively apply for future positions.
- Programs and resources that build and maintain connections with existing community and state programs.

Several types of pipeline programs are offered through local and state organizations. Work with your human resources office, student services job placement center, and/or community leadership to identify opportunities available at your college or university.

- **Internships:** Paid or unpaid opportunities to gain work experience directly related to a specific academic program. The students receive academic credit and/or fulfill academic requirements in a realistic work environment. They are not considered State of Minnesota employees.
  - Resources for internship programs:
    - [MMB Interns and Student Workers Information page.](#)
    - [MMB Internship Agreement Form.](#)
    - [Internship Application for State of Minnesota.](#)
    - [Star of the North Fellowship Program.](#)
    - [Federal Department of Labor Internship Fact Sheet.](#)
  - Career-specific development internships:
    - [Girls who Code program.](#)
    - [Minnesota High Tech Association STEM internships.](#)
- **Development programs:** Programs to enhance work skills and experience for potentially disadvantaged groups such as individuals with disabilities or inner-city youth.
  - Examples of state and community development programs:
    - [Project Search](#) – workplace-based high school transition program.
    - [Connect 700](#) – employment opportunities for individuals with disabilities.
    - [Right Track summer intern program](#) – for St. Paul youth.
    - [STEP-UP internship program](#) – for Minneapolis youth.
    - [STEP-UP Achieve Minneapolis](#) – paid internships for Minneapolis youth.
    - [Urban Scholars](#) – Minneapolis summer leadership development program.
- **Community partnerships:** Local organizations such as a Chamber of Commerce may sponsor activities and resources to promote employment opportunities in a particular region. In addition, high schools or other K-12 institutions may collaborate with colleges and universities on programs to promote continuing education and employment.

- Examples of community partnerships:
  - Local Chambers of Commerce.
  - Educational partnerships with K-12 or nearby higher education institutions.
  - Local nonprofit groups.
- **Fellowships:** Opportunities for individuals in advanced degree programs or other leadership programs to receive paid work experience related to their field of interest.
  - Examples of statewide fellowship programs.
    - [Blandin Community Leadership](#) - for students and leaders in rural Minnesota.
    - [Star of the North fellowships](#) - for those interested in public service careers.
- **Other Programs to Consider:** Your college or university may be involved in succession planning efforts to identify key positions as the focus for pipeline programs. In addition, your department or work unit may wish to identify positions or work roles that are difficult to fill or would benefit from increased diversity.
  - Examples of pipeline programs for various types of candidates:
    - **Hot Candidates:** Keep a list of and communicate with those candidates that may not have been selected and would be a great asset to your organization; invite them to apply to other openings.
    - **College Student career pathing:** Work with your career services staff to identify career paths within your institution for current college students.
    - **Alumni career pathing:** Identify career paths for faculty and staff positions within your institution and work with your alumni staff to identify potential alumni to provide this information and/or invite to apply to openings.
    - **High school/middle school/elementary school mentor programs:** Work with your outreach staff to identify K-12 schools in your communities where staff could present information on career choices within Minnesota State and/or develop ongoing volunteer opportunities.



# Appendix 3: Sourcing and Recruitment Strategies

## Sourcing Strategy

A sourcing strategy is a long-term plan for how you will create and maintain a continuous flow of high-quality applicants and how you will edge out the competition looking for the same talent. Your sourcing strategy should focus on the positions that are difficult to recruit for, areas where talent is difficult to find, or positions where you anticipate major changes.

- Focus on overall talent flow; you most likely would not create a sourcing strategy for each individual position.
- Create a long-term plan that takes into account major trends and changes in the professional field.
- Develop multiple sourcing strategies for the different types of talent you need (for example, level of seniority, professional field, location, academic or service roles, required skills).
- Identify tools and resources you will use and how they fit into the overall strategy.

## Recruitment Strategy

Recruitment strategies focus on the job market and recruitment sources for a particular position. They help to generate a broad and diverse pool in alignment with institutional HR and diversity goals.

Different recruiting methods produce different results, so consider the following questions:

- What talent or expertise is needed?
- How easy or difficult will it be to obtain a broad and diverse pool of qualified applicants?
- What is the message we would like to convey?
- What is the most effective method to present our message?
- Where are we most likely to find the talent we need?
- What mix of recruiting methods will generate the type of pool we need?
- Which sources will result in the best return on investment?

In addition to the standard strategies and those that are required of state agencies, consider additional efforts such as:

- Seeking candidates through job boards, social media, forums, and websites (direct sourcing).
- Online advertising through alumni associations, diversity organizations, and trade journals.
- Referrals from current or potential candidates.
- Employment programs through campus career offices for current students and alumni.
- Community partners (veterans/disability organizations, communities of color, advisory partners).
- Professional organizations or networks (marketing on websites, newsletters, and at meetings).
- Internal sources (referrals from mentors, leadership, employees, succession planning pools, committee members from prior searches, students).
- Events (job fairs, recruiting events, open houses).
- Use of search firms.

## Using Social Media for Sourcing

Social media sites such as Facebook, LinkedIn, Twitter, Glassdoor, etc. can be a good way to inform potential candidates about your position. Here are some tips to consider:

- Social media sites are sourcing tools, not sourcing solutions; they should fit into your overall sourcing and recruiting strategy.
- Social media is most effective as an ongoing strategy; make sure your institution has a presence and its brand is known before you need to recruit for a specific vacancy.
- Current employees are one of the best resources for social media; make sure they have the information to support your institution and to help recruit for specific positions.

Depending on the position, remember to take advantage of social media outlets that may be available to the hiring authority or the campus community. For example, HR staff could use the HERC Twitter feed to announce hard-to-fill positions, and many professional organizations have email lists or LinkedIn groups that could be used by members to announce vacancies in that field.

For more information:

- [9 Tips on Social Media Recruiting Strategies](#) (Harver.com).
- [Using Social Media for Talent Acquisition—Recruitment and Screening](#) (Society for Human Resource Management online training: Should you screen social media accounts of your candidates?)
- HERC [member resources](#) site includes a webinar on “Social Media Minefields in Higher Education.”
  - Minnesota State colleges and universities are members of the Upper Midwest HERC.

# Appendix 4: Additional Channels for Sourcing and Recruiting

## Graystone Group Advertising

This agency has a contract with the State of Minnesota and will provide consultation and assistance in posting your job with a variety of media (print, online, social media, etc.). They can assist with diversity outreach and developing targeted advertising strategies. Consulting services are free; you pay only for the cost of the ad itself.

1. All ads should be transmitted via email to [ads@graystoneadv.com](mailto:ads@graystoneadv.com).
2. Contact for ad placement: Robert Taylor, Phone: 203.549.0060, Toll Free: 800.544.0005, Email: [rtaylor@graystoneadv.com](mailto:rtaylor@graystoneadv.com).

## Recruiting Resources

For positions that may be hard to fill or that require specialized qualifications, you may wish to use additional sourcing channels. These optional sources can be considered as you are developing an overall campus sourcing strategy and/or a recruitment plan for a particular position.

### State Employment Recruiting

- MMB provides [Recruitment Resources](#).
- Local workforce centers serve job-seeking individuals in the metro area and around the state:
  - [Ramsey County Workforce Solutions](#).
  - [Hennepin County Employment Services](#).

### Recruiting for Diversity

Jobs posted on the HERC board (see introduction section) are automatically advertised with many diversity recruiting sites, such as Disability Connect, Diversity Connect, Diversity in Education, Diversity in Higher Education, Diversity MBA, Hispanic Diversity, LGBT Connect, Out and Equal, Veterans Connect, and Workplace Diversity. HERC's annual diversity outreach campaign helps Minnesota State demonstrate good faith affirmative action efforts.

The following sites are examples of additional organizations that individual hiring authorities may choose to use to recruit for specific positions:

- [IM Diversity](#) – Diversity-related careers site with articles and jobs board.
- [Journal of Blacks in Higher Education](#) – Employers can run ads in the journal or in the weekly email bulletin.
- [Hispanic Outlook on Education](#) – Online or print magazine; includes job board and ability to feature specific organizations.
- [Diverse Issues in Higher Education](#) – Diversity-related publication with online jobs board
- [Diversity, Inc.](#) – Diversity-related publication with online jobs board.
- [Women in Higher Education](#) – Career development site with articles and jobs board.

## Higher Education Recruiting

- [American Association of Community Colleges](#) – Jobs board with pricing for member and non-member organizations.
- [Association to Advance Collegiate Schools of Business](#) – Jobs board with pricing for member and non-member organizations.
- [Association of Community College Trustees](#) – Trustees Quarterly magazine accepts articles highlighting college activities.
- [Chronicle of Higher Education](#) – Online and hard copy news related to higher education; includes a job section with pricing for single and multiple ads.
- [Inside Higher Education](#) – Online news service with career resources page and jobs board.
- [The National Registry of Diverse and Strategic Faculty](#) – Minnesota State has a subscription with unlimited job postings on this site and the ability to track job openings and closures. Contact Equity and Inclusion at 651-201-1463 for the login for this subscription to post your open positions.
- Southern Regional Education Board:
  - [Jobs board for doctoral scholars.](#)
  - [Doctoral Scholars Program directory](#) (database of 1,000+ doctoral scholars and recipients is available for a fee to faculty recruiters).

## Geographic Area Recruiting

- Twin Cities Metro Area: [Make it. MSP.](#)

## Professional Affiliation Groups

- Technology positions:
  - [Women Who Code.](#)
  - [Minnesota High Tech Association.](#)
- Examples of professional associations:
  - [AIGA Professional Association for Design, Minnesota Chapter.](#)
  - [Association of Executive and Administrative Professionals.](#)
  - [Institute of Internal Auditors.](#)
- Examples of higher education associations:
  - [American Association of Collegiate Registrars and Admissions Officers.](#)
  - [American Society of Administrative Professionals.](#)
  - [APPA Leadership in Educational Facilities.](#)
  - [Institute of Education Sciences.](#)
  - [International Association of Campus Law Enforcement Administrators.](#)
  - [Minnesota Association of Financial Aid Administrators.](#)
  - [National Association of Colleges and Employers](#) (career services).
  - [NASPA—Student Affairs Administrators in Higher Education.](#)
  - [National Association for Campus Activities](#) (advisors in student activities).

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