Recruitment & Selection Policy

Objective

To increase equal opportunity and the objectivity of the selection process. This is accomplished by extending the duration of public notice state agencies provide to job seekers regarding job vacancy announcements and setting guidelines regarding the interview process.

A longer public notice period promotes transparency, open competition, and fairness in the hiring process. It supports our state affirmative action goals, diversity and inclusion initiatives, and efforts to ensure our workforce represents Minnesota workforce demographics.

Setting specific guidelines around the interview portion of the selection process sets a uniform standard that increases the validity and reliability of the selection process. This policy attempts to balance the state’s interest in open competition with agency interests in filling positions in a timely manner.

Policy Statement

This policy sets job vacancy announcement requirements. Minnesota Personnel Rules 3900.3200 requires a minimum 24-hour public notice period for any unlimited classified job vacancy announcement. This policy sets standards that exceed the requirements of the Rule. It also sets standards for the interview portion of the selection process.

Scope

This policy applies to:

- All employees of executive branch agencies (M.S. 43A.02, subds. 2 & 22) and
- Classified employees of the Office of the Legislative Auditor, Minnesota State Retirement System, Public Employees Retirement Association, and Teachers Retirement Association (M.S. 43A.04, subd. 1(a)).
## Definitions and Key Terms

<table>
<thead>
<tr>
<th>Key Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td><strong>Agency promotional</strong></td>
<td>Job announcements open for application by any current state employee of the posting agency.</td>
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<td><strong>Announcing</strong></td>
<td>Listing a job opportunity, to employ a qualified job applicant, on the Minnesota Careers website or another web-based recruiting platform.</td>
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<td><strong>Classified Service</strong></td>
<td>Positions in the state civil service where appointments are based on merit and the ability to perform the required job duties. These appointments obtain permanent status after certification of an initial probationary period.</td>
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<td><strong>Open Competitive</strong></td>
<td>Job announcements that are open to the public for application by any qualified job seeker.</td>
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<td><strong>Statewide Promotional</strong></td>
<td>Job announcements are open for application by any current state employee.</td>
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<td><strong>Unclassified</strong></td>
<td>Positions designated as unclassified because they are:</td>
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<td></td>
<td>• Established in the unclassified service under M.S. 43A.08 or</td>
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<td></td>
<td>• Established in the unclassified service by other statutory authority.</td>
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<tr>
<td><strong>Interview Panel</strong></td>
<td>Panel consists of 2 -5 individuals, including the hiring manager, that have knowledge about a position. The selection of panel members should represent a variety of work experience, diversity, and perspectives. Interview panels are used to gain perspective from other people in the organization and occasionally those outside the organization.</td>
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<tr>
<td><strong>Structured Interview</strong></td>
<td>A structured interview is a standardized way of comparing job candidates. The employer creates interview questions the knowledge, skills and abilities of the position. Each interviewee is asked the exact same questions, in the exact same order. The employer also creates a standardized anchored rating scale for scoring candidates’ interview performance. Every interviewee is scored using the same scale.</td>
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Exclusions

The following are excluded from coverage by this policy: emergency and PRO appointments, non-competitive appointments of disabled veterans under M.S. 43A.111, placement of employees with active workers’ compensation claims under Administrative Procedure 10B, reallocations/re-comparisons, appointments to meet the requirements of applicable collective bargaining agreement language (e.g., bidding, recall from layoff, claiming), statutory unclassified positions under M.S. 43A.08, subds. 1 and 1a, and any non-competitive qualifying appointments as defined by M.S. 43A.15.

Statutory References

Includes, but is not limited to:

M.S. 43A.01 Policies
M.S. 43A.02 Definitions
M.S. 43A.04 Subd. 1(a) General Powers and Responsibilities of Commissioner
M.S. 43A.07 Classified Service
M.S. 43A.08 Unclassified Service
M.S. 43A.09 Recruitment
M.S. 43A.10 Selection Process; Eligibility to Compete
M.S. 43A.14 Appointments
M.S. 43A.15 Noncompetitive and Qualifying Appointments
M.S. 43A.191 Agency Affirmative Action Programs
M.S. 645.151 Timely Delivery of Filing

GENERAL STANDARDS AND EXPECTATIONS

I. ANNOUNCEMENT REQUIRED

State agencies must announce the following job openings as open competitive for at least twenty-one (21) calendar days:

• Unlimited classified managerial positions at compensation code of 16 M or higher.
• Temporary unclassified managerial positions anticipated to last more than one year in duration and at compensation code of 16 M or higher

For purposes of talent referral, agencies must also notify the MMB’s Office of Senior Executive Recruiting about the posting of each managerial position, as noted above in this section.

Additionally state agencies must announce the following job openings as open competitive available to all job seekers for at least seven (7) calendar days:

• Student Worker positions
• Paid Intern positions
State agencies must announce the following job openings for at least seven (7) calendar days with 21 days recommended. Agencies may announce these positions as **agency promotional, statewide promotional, or open competitive**: 

- Unlimited classified non-managerial positions 
- Temporary unclassified non-managerial positions (e.g., M.S. 43A.08, subd. 2a) anticipated to last more than one year. 
- Classified and temporary unclassified (anticipated to last more than one year) managerial positions that are at the compensation code of 15 M or lower.

All announcements must be posted on the [mn.gov/careers](http://mn.gov/careers) website and may not close on a weekend or state holiday. Announcements should also be distributed to targeted and diverse recruitment sources. This could include occupational publications, community partners including MnCARRS, and MMB’s executive recruitment office.

**II. RE-ANNOUNCE FOR AT LEAST 3 DAYS**

Job openings covered by section 1 can be re-announced, if there is a business need, after an initial announcement has closed. The re-announcement must not be different from the original posting (i.e. same qualifications, duties, etc.) and be for at least three calendar days.

A statement must be included indicating that the position is being re-announced. (e.g. “This position was previously announced (note the dates). If you already applied for this job, you do not need to reapply.”)

**III. ANNOUNCEMENT RECOMMENDED FOR WORK-OUT-OF-CLASS & INTERCHANGE (MOBILITY)**

It is recommended that agencies announce all Work-Out-of-Class and Interchange (Mobility) assignments expected to last more than ninety (90) calendar days internally for at least seven (7) calendar days. This improves the transparency in hiring, encourages open competition, and increases the diversity and qualifications within applicant pools. This aids agencies to attract, retain, and develop the best employees in an ever competitive and changing job market.

**IV. EXCEPTION REQUIREMENT**

In limited cases, MMB may approve exceptions to the announcement or re-announcement requirements in Sections 1 and 2. The Commissioner of MMB or a designee will decide whether to approve or deny waiver requests. Agencies must seek exception approval from MMB regardless of their delegated authority. MMB will respond to the exception request within 1 to 2 business days.

**A. How to submit an exception request**

Send a memo or email to your MMB Agency and Applicant Services representative requesting an exception to be considered. Include specific facts supporting the exception. Such facts, include but are not limited to:

1. The position requires specific technical skills that can only be obtained within the agency.
   a) Identify the minimum required qualifications and explain why past efforts to recruit externally were unsuccessful.
   b) Describe the agency’s efforts to develop an internal talent pool through workforce planning and employee development and why posting the position for additional applicants would be impractical.
c) Identify the number of qualified internal candidates who will be interviewed.

2. The agency has budgetary issues or time limits that require prompt action to interview and fill from internal talent pools.
   a) The requesting agency must describe the urgent need that prevents it from using a limited appointment to fill the need while external recruiting is conducted to fill the position.

V. EMPLOYMENT APPLICATIONS

Employment applications received after the expiration of a job announcement’s notice period will not be accepted. Job announcements expire at midnight of the publication deadline.

Agencies will develop screening criteria to ensure candidates selected for an interview meet a specified competency level. All candidates will be screened using the same criteria. The screening criteria must be job-related (e.g., minimum and preferred qualifications, knowledge, skills, and abilities, etc.).

VI. INTERVIEWS

a. Structured Interview

The use of a structured interview is required. In a structured interview, a set of job-related interview questions are developed and asked of all the candidates. This provides all candidates with the same opportunity to display their knowledge, skills, and abilities. Interviewee responses are scored against a pre-determined scoring matrix (e.g., a scale of one to five with response examples for each level).

Structured interviews are based on questions that are directly linked to the essential job duties and responsibilities. This increases the chances of a successful hire. Questions must be in compliance with Title VII of the Civil Rights Act, Americans with Disabilities Act, Minnesota Human Rights Act (M.S. 363.03), and other applicable laws.

All screening and selection criteria should be approved by the agency HR Department or Affirmative Action Officer. These items include, but are not limited to:

- Interview questions.
- Scoring matrices.
- Assessments.
- Testing.

b. Interview Panels

An interview panel must be used for all classified vacancy announcements. Each panel must meet the following guidelines:

- It is recommended that panels have 3-5 members, but a minimum of two (2) members is required.
- Panels should include diverse (e.g., gender, ethnicity, age, etc.) members.
- Panelists should be knowledgeable of the job being filled.
- Panelists can be from other departments or agencies.

The panel members may discuss the applicant responses, however, the panel members need not agree on points awarded. Each interview must be scored. The applicant’s final score will be determined by dividing the aggregate score by the number of panel members. Applicants will be ranked in descending order.
A written justification for the final candidate selection must be provided to the agency’s delegated classification authority (i.e. agency human resources, SmART, MMB Agency and Applicant Services Team)

VII. COLLECTIVE BARGAINING AGREEMENT AND LEGAL REQUIREMENTS

This policy does not supersede any vacancy posting or bidding requirements in applicable collective bargaining agreements or any contrary requirements under the law.

RESPONSIBILITIES

Agencies are responsible for:

- Adopting this policy.
- Announcing jobs in compliance with this policy.
- Conducting interviews in compliance with this policy.
- Making exception requests when appropriate.

MMB is responsible for:

- Monitoring agency compliance.
- Providing guidance on this policy.
- Updating the policy as needed.
- Responding to requests for exceptions.

FORMS AND INSTRUCTIONS

N/A

REFERENCES

Administrative Procedures
1.1 Employee Mobility
8 Designation of Unclassified Positions
8.1 Student Worker Appointments
9B Notice of Vacancy Announcements
10 Limited Consideration of State Employees
14 Appointments
17.1 Work out of Class
21D Work Training
21E Internships

Minnesota Administrative Rules, Chapter 3900
3900-3100 Limitations on Applicant Admission
3900.3200 Public Notice
CONTACTS

MMB Agency and Applicant Services Representative

MMB’s Office of Senior Executive Recruiting