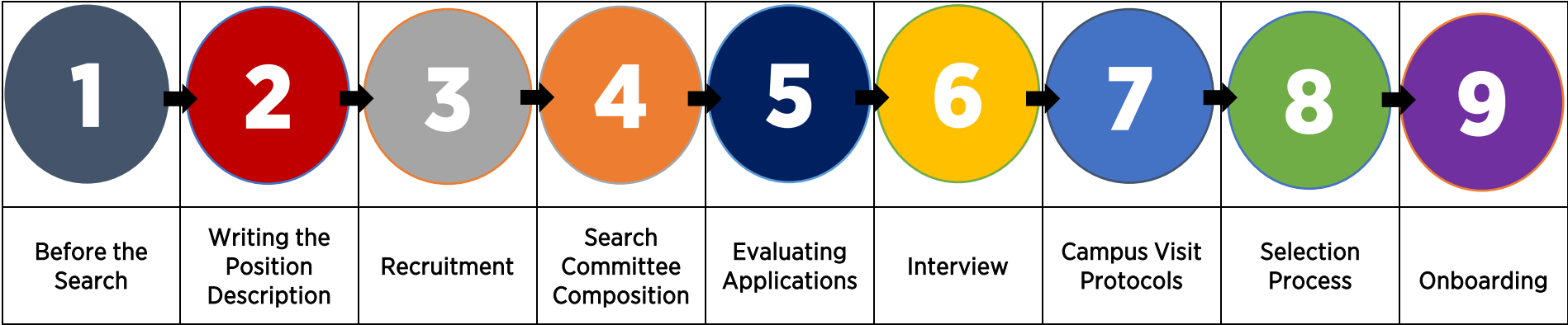


The Hiring Process



BEFORE THE SEARCH

All primary seekers should see the ***Step-by-Step Hiring Checklist for Primary Seekers*** for a clear understanding of the search and selection process. Having a clear understanding of the process will give one an opportunity to plan, and make sure that adequate time is given to promote an equitable and inclusive search process.

RECRUITMENT AND DEPARTMENTAL PLANNING

Prior to any search, engage in ongoing dialogue as a department or unit about the role of recruitment, hiring and retention in achieving departmental and institutional goals. Human Resources and VP of DEI, and the head of unit (e.g., Dean/Provost or Supervisor) should be a part of these conversations. HR and the VP of DEI will function as conversation partners, not as area or discipline specialists. Their role is to ask the department to articulate strategies for diversifying the pool of candidates and for addressing the needs of the department's diverse students. In many cases, this will be articulated in the departments or unit's recruiting and hiring strategy. Understanding the needs and strategies of the department or unit will also be important when reviewing the language of the job description and interview questions with the Equity Advocate during the search.

Best Practices:

- 1) Recruitment ought to begin long before the search process. All departments and units should develop recruitment strategies that include the following:
 - a) **Departmental Strategy:** Sometimes implementing one's advertising or networking strategy is difficult when there are imminent hiring needs. Departments and units should always take time to convene and collaboratively discuss current staffing needs. Below are some questions to guide that discussion (Gillies, 2016):
 - i) Where do we want our department/unit to be in 3 to 5 years? What new knowledge and skills are emerging in this field of work? What perspectives and experiences are we missing? How will this position contribute to our goals of diversity, equity and inclusion?
 - ii) Do existing positions have the capacity to absorb additional duties to create space for a new/different position? If so, can the duties assigned in this position be delegated among existing staff to open space for a new position that would support 3-5-year departmental goals?
 - iii) Do we have resources to mentor and support employees who demonstrate potential but still need experience?

- b) **Advertising Strategy:** Identify relevant publications, websites and listservs that will reach a wide and diverse pool of applicants. Whitworth partners with Job Elephant to advertise positions to external sites. The standard posting for positions is listed below (please note these may change over time; HR tracks the ROI of all position advertisements and will not post to underperforming sources).

Faculty

- HigherEdJobs
- Academic Careers
- Inside Higher Ed
- *Insight into Diversity*
- CCCU
- *Chronicle of Higher Education*

Staff

- Zip Recruiter
- Indeed (sweeps job board)
- Work Source
- LinkedIn (Assistant Director and above sponsored)
- Greater Spokane Incorporated
- Cooper Career Central (social media advertising)

- c) **Networking Strategy:** Consider connections who might have access to a diverse pool of candidates and who can then encourage people to apply. Think broadly beyond your direct connections. You do not need to be friends with someone for them to be a professional network connection. For faculty positions, consider chairs of other departments, directors of organizations, diversity officers, graduate directors, etc. For staff, consider organizations and institutions that serve underrepresented populations or that are connected with diverse groups of individuals.

Reflect on the work environment in your department/unit and assess how the current environment might affect candidates from traditionally underrepresented backgrounds.