

This is a PDF sample of the Excel hiring workbook as of 2/22/2022. As Student Affairs begins using the workbook, it will be updated regularly. To request the latest, editable version when beginning a search, hiring managers should email SAHR@northwestern.edu.

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Hiring Workbook Overview

Position number:	
Position title:	
Hiring manager name:	
Job posted on date:	
New hire's name:	
New hire's start date:	

Instructions: This workbook incorporates an equity lens while guiding managers through and providing resources for each step of the hiring process. Track your progress by completing each yellow field. Communicate with your Student Affairs Leadership Team (SALT) representative and Student Affairs Human Resources (SAHR) throughout the process.

Prior to posting the job (end of step 3) and making an offer to your finalist (end of step 11), you and your SALT representative are accountable to have this workbook fully up to date for review. Please use this OneDrive file so SAHR can access and review the workbook.

Hiring timelines vary significantly based on role type, prioritization, capacity, and candidate availability, but we expect you may be completing this workbook over 2-4 months.

Background

Student Affairs provides the following recruitment and hiring guidance to foster racially just hiring practices within the division. While hiring is just one part of the employment lifecycle, racially just hiring practices are vital to selecting diverse staff who can promote the division's vision of building just, healthy, and meaningful student learning experiences. Hiring is a critical juncture in living out our division's strategic themes of:

- * Championing Holistic Well-being: We advocate for and cultivate healthy conditions, with cultural humility and cultural responsiveness, in which all community members can thrive.
- * Fostering Meaningful Student Engagement: We create intentional opportunities and conditions for purposeful student growth.
- * Investing in Organizational Development: We commit time and effort, along with human and fiscal resources, to nurture a thriving division.
- * Pursuing Equity, Justice, and Belonging: We work toward collective liberation through acknowledgment, accountability, and sustainable change that honors the dignity of all.

Through each step in the recruitment & hiring process, this workbook is intended to clarify and provide clearer steps for the existing hiring process. In addition, the workbook integrates an equity lens to support these guiding principles so we can:

- * Pursue equity, justice, and belonging in our work and for the division related to hiring.
- * Address systemic issues of racism as related to the hiring practices in Student Affairs.
- * Increase the diversity of candidates in our hiring pools in alignment with the University.
- * Hire the best professionals in our field to serve our student populations.
- * Learn from our history and from each other to develop professionally in our work related to racial justice and human resources work.

Purple text denotes how this process is evolving to view hiring through an anti-racist lens.

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Inclusive Hiring Workbook
Step 1: Review the workbook
Hiring Manager

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Review this workbook with your SALT representative	Hiring Manager			n/a	n/a
2	Identify office space. Place an order through SAIT for any new equipment needs, which can take months.	Hiring Manager			Contact Anne VanOsdol about office space. For SAIT orders, email SA-HELP@northwestern.edu	

Inclusive Hiring Workbook
Step 2: Create a Position Description
Hiring Manager

Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1 Decide how to (re)configure the role and department.	Hiring Manager			Consider how the department's justice, equity, diversity, and inclusion ("JEDI") work and staff development in making that decision.	n/a
2 Review language choice for bias in describing job responsibilities.	Hiring Manager			Glassdoor.com recommends doing this by: * Removing pronouns. * Reviewing word choices. Examples: "Analyze" and "determine" are typically associated with male traits, while "collaborate" and "support" are considered female. * Avoiding superlatives. Excessive use of superlatives such as "expert," "superior," and "world class" can turn off candidates who are more collaborative than competitive. * Noting alternative working strategies exist.	Glassdoor.com Resource
3 Include diversity, equity, inclusion, and justice competencies appropriate to the role.	Hiring Manager			Consider demonstrated commitment and track record for creating inclusive, socially just campus initiatives, environments, and/or programs.	
4 Write or review your position description to distinguish "must haves" from "nice to haves."	Hiring Manager			By focusing on must-have position specifics, you can widen the candidate pool to attract a more diverse slate of applicants. Put the must-have hard and soft skills in the minimum requirements section, with nice-to-have hard and soft skills in the preferred qualifications section.	Best Practices in Recruitment and Selection Advancing Racial Equity in Multnomah County.
5 Broaden requirements, minimum qualifications, and types of degrees to be more inclusive of diverse, relevant experiences and education.	Hiring Manager			Through a racial equity lens, consider alternative credentials and remove what may not be necessary.	For examples, check out the table at the bottom of Student Affairs' Create a Position Description page

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Step 3: Initiate Job Post
Hiring Manager and SAHR

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Submit the position description to SAHR@northwestern.edu.	Hiring Manager			n/a	n/a
2	Get compensation information back from SAHR, if applicable.	Hiring Manager			SAHR will request a compensation evaluation, if needed. SAHR will also ask the Compensation team to update the job description on file with Central HR.	n/a
3	Complete a Position Request Form and send to SAHR@Northwestern.edu.	Hiring Manager			SAHR will request Student Affairs approval. Once approved, ask SAHR to create job opening. Include the people who you want to have access to be resume reviewers (typically the hiring manager and an administrative support person) and job advertisement locations and copy for the ad(s).	Position Request Form
4	Consult, when needed, with SAHR and HR regarding the Diverse Candidate Slates policy to determine what type of job post is required.	Hiring Manager			The post must meet requirements in alignment with HR policy and goals set by the division of Student Affairs.	Diverse Candidate Slate Policy

	SAHR Initials	Date Reviewed
For SAHR: Confirm completion of tabs 1, 2, and 3 before SAHR creates job opening and before hiring manager proceeds to tab 4		

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Step 4: Recruit, Advertise, Market
 Human Resources, hiring manager, search chair & committee, stakeholders

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Collaborate with Talent Acquisition to understand racial/ethnic representation in job groups across the university, align on must-haves for the role to ensure TA applies the same criteria when routing candidates, and collaborate on an advertising strategy.	TA & Hiring Manager			n/a	n/a
2	Agree on external advertising plan and secure funding.	TA & Hiring Manager			Focus on reaching candidates from diverse backgrounds, rather than expecting candidates to find us. Ask the committee for job posting ideas.	Resources for places to post positions
3	Post the opening at NU locations, such as the Student Affairs Snapshot, affinity groups, and internal newsletters (see resources link above).	TA & Hiring Manager			n/a	n/a
4	Include selling points for working in Student Affairs.	TA			n/a	n/a
5	Include a statement in the job advertisements about Student Affairs values related to diversity, equity, inclusion, and justice	TA			Examples: "By pursuing justice, equity, and belonging, Student Affairs cultivates student programs, services, and skills; disrupts barriers; and partners across Northwestern and neighboring communities to create an inclusive culture in which all students can thrive." Or, "Student Affairs at Northwestern University envisions building a just, health, and meaningful student learning experiences by pursuing equity, justice, and belonging. This work happens with all of us as people holding multiple identities. Through the frame of collective impact, we strive to center the voices, experiences, and needs of our most marginalized communities. This calls for both individual and collective responsibility and work that supports universally designed solutions that benefit not just individuals, but the full community."	See language provided on the Student Affairs Strategic Plan website for inspiration.
6	Post the opening using social media accounts, such as personal LinkedIn pages.	TA & Hiring Manager			A sample post on LinkedIn might read like this one: "I'm excited to announce that I have an opening within my office for an Associate Director of Fraternity & Sorority Life. If you're interested in an opportunity to help shape the development of this community within a supportive institution, take a look. #hiring #fraternity #sorority #NorthwesternUniversity #StudentAffairs #HigherEd "	
7	Communicate regularly with talent acquisition about the candidate pool, adjusting advertising strategy as needed.	Hiring Manager			n/a	Talent Acquisition's Service Level Agreement

List where you advertised the position:

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Step 5: Select Hiring Chair, Committee & Interviewers

Hiring manager

Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
<p>1 Nonexempt role: Optionally, assemble a hiring committee. Include appropriate stakeholders in the interview process.</p> <p>Exempt role: Identify a chair for the hiring committee who is familiar with the role, has time, and is committed to leading an equitable process. Name a search committee and provide a rationale for who is included/not included.</p>	Hiring Manager			<p>Search committees typically:</p> <ul style="list-style-type: none"> Include stakeholders who regularly interact with the role Have 2-3 to 8-10 members, balancing the need for diverse input with the need to manage staff time commitments to avoid fatigue Do not include the final decision maker (usually the hiring manger) 	n/a
<p>2 Invite a racially diverse group of staff to join the committee/interview process.</p>	Hiring Manager			<p>Recognize that staff with marginalized identities may be overtaxed and that some may decline. Consider an open call for staff interested in the opportunity. Also, consider partners outside of Student Affairs.</p>	n/a
<p>3 Determine and communicate roles for committee members (e.g., interview panelist, resume reviewer, non-evaluative meet-and-greet-er).</p>	Hiring Manager			<p>Think innovatively about role opportunities to maximize participation while considering time commitment.</p>	n/a
<p>4 For any participants outside the division, provide SA-specific information about our commitments and process and hold them accountable.</p>	Hiring Manager			n/a	n/a
<p>5 Name administrative support for the search. Support could include scheduling, communications, hospitality, and any needed accommodations.</p>	Hiring Manager			n/a	n/a
<p>6 Design selection phases, create a timeline, and write a first meeting agenda.</p>	Hiring Manager			n/a	n/a

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Step 6: Train Participants in the Process

Established by Hiring manager & Search chair, executed by search committee and stakeholders who will interact with candidates throughout the process

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Hiring manager completes myHR Staff eRecruit training	Hiring Manager			n/a	n/a
2	Search chair reads and understands Diverse Candidate Slates in Recruitment and Selection at Northwestern policy	Search Chair			n/a	Diverse Candidate Slate Policy
3	Hiring manager ensures all participants, including hiring manager and people from other divisions, complete training: Diverse Candidates Slates in Recruitment and Selection at Northwestern. Recommended: all participants complete additional training. Search chair collects certificates of completion and facilitates conversation.	Hiring Manager			Examples of additional training: myHR "Exploring Implicit Bias" videos myHR "Anti-racism in Practice" videos, podcasts, & readings myHR "How to: Create an Inclusive Workplace" videos & readings Recommended: Review ACPA/NASPA Competencies for Organizational and Human Resources and Social Justice and Inclusion.	For links to the additional trainings, ACPA/NASPA Competencies, and more, view SA's Train Participants in the Process page
4	Starting in the first meeting, set expectations for committee: *Review job must-haves and evaluation criteria to keep the group focused *State expectations about confidentiality and integrity *Set ground rules for meetings (e.g.: no interrupting). *Discuss learning from the trainings and barriers in hiring, such as personal identifiers, credentials, experiences, styles, writing, and valued skills *At subsequent meetings, prime the group to be inclusive by reading and reflecting on guiding principles about your personal and group commitment to inclusion and reduction of bias.	Hiring Manager			n/a	n/a

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Step 7: Review Resumes and Cover Letters

Hiring manager

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Create resume-review rubric that matches the job description. All questions and rubrics must be used for all candidates.	Hiring Manager			Be specific. For example, for criteria about experience, establish what counts as transferable experience and how you will assess "intangible" skills.	Sample Rubrics
2	Apply the resume rubric.	Hiring Manager			n/a	n/a
3	Continue to audit your biases.	Hiring Manager			Ask how your assumptions might impact your rating, whether information supports your conclusions, and how you may be excluding the candidate	n/a
4	Gather views from multiple members of the hiring committee simultaneously and independently	Hiring Manager			n/a	n/a

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Step 8: Prepare for Interview and Skills Assessment
 Hiring manager

Task	Responsible Party	Goal Date	Date Completed	More Info	Resources	
1	Disclose salary range early in the process, preferably when inviting candidates to interview, to confirm candidate interest.	Hiring Manager			n/a	Sample email disclosing salary range
2	<p>Prepare interview questions:</p> <p>*Develop standard questions for each interview stage that match the job description. Structure all questions around the core competencies of the role.</p> <p>*Create evaluation rubrics or “good answers” in advance so all interviewers are clear about what’s needed for the role. All questions and rubrics must be built on the job description and align with each other. All questions and rubrics must be used for all candidates.</p> <p>*Write behaviorally based questions (“Tell me about a time when...”) rather than hypothetical or philosophical questions. Ensure questions are direct and easy to understand; separate multi-part questions where possible as you ask, or pose the question in writing virtually or in printed form</p> <p>*Write job-related, equity-focused questions to assess skill and experience with racial justice.</p>	Hiring Manager			<p>How have you committed yourself to understanding and aiding in the pursuit of equity and inclusion in your professional and/or personal life?</p> <p>What steps have you taken to mitigate your biases in the workplace?</p> <p>What is your approach to including perspectives of colleagues from different backgrounds?</p> <p>Share a time when you advocated for diversity and inclusion in the workplace. In your experience, what are the challenges faced by members of marginalized and/or historically underrepresented groups in the workplace?</p> <p>What strategies have you used to address these challenges, and how successful were those strategies?</p> <p>Provide an example of a time when you identified a diversity-related issue in your organization. How did you address it?</p>	Sample Rubrics
3	Create skills assessments, if appropriate, to measure job-related abilities. Create rating rubric. Have SAHR vet the skills assessment and rubric.	Hiring Manager			Skills assessments can give candidates with nontraditional experience/credentials an opportunity to shine while more directly predicting job performance.	Link to examples (presentation, data analysis, Excel, proofreading, creating a project timeline).
4	Plan interviews realistically for candidate and committee member well-being.	Hiring Manager			Consider interview length, breaks, meals, accommodations, evaluation turn-around time, who is necessary to include as an interviewer, and other logistics.	n/a
5	Create equal experiences for all candidates and avoid unstructured interviews, such as meals the night before the interview.	Hiring Manager			<p>To ensure candidates feel warmly welcomed, tell them why you might offer a gift card rather than dinner: we consider candidate wellness and avoid unequal structures.</p> <p>Alternative: non-evaluative “tell me about yourself” meet-and-greets for finalists; staff don’t share feedback, but if something concerning occurs, communicate it to the TA representative.</p>	n/a
6	Have admin coordinator ask non-evaluative personal details	Hiring Manager			Examples: accommodations, dietary info, flight seat preference, and legal name, gender, and birthday for plane tickets	n/a
7	To the extent possible, schedule the same interviewers for each candidate.	Hiring Manager			n/a	n/a

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Step 9: Conduct Interviews

Led by Hiring manager & Search chair, executed by search committee and stakeholders who will interact with candidates throughout the process

Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1 Provide each interview panel with standard questions, a position description, rating rubric, and resumes and cover letters.	Search Chair			n/a	n/a
2 Ask the same questions of all candidates to ensure fairness. Use probing follow-up questions to clarify ambiguous responses and ensure all applicants understand the scope of the question and answer as fully as they can. Use probing questions consistently as needed so that all applicants benefit consistently.	Search Committee			<p>Example of probing questions. Interview question - "tell me about a time when you designed and evaluated a program."</p> <p>For a candidate who does not mention evaluation or states that they evaluated the program without explaining how, ask "How did you evaluate the program?"</p> <p>For a candidate whose answer is surface-level, ask "tell me more about what you mean by x" or "can you share more detail about the steps you took?"</p> <p>For a candidate who shares a program evaluation philosophy and no example, ask: "can you give me an example of when you applied those ideas?"</p> <p>Don't ask leading questions, like "when you evaluated the program, did you use a rubric?"</p> <p>If you realize midway through interviews that a question needs to be clearer, do adjust the question for clarity, but don't penalize earlier candidates.</p>	n/a
3 Consider sharing questions/topics with candidates in advance to cater to different learning styles and offer candidates the best chance to be successful	Hiring Manager			n/a	n/a
4 Remind committee members to save their evaluation materials.	Search Chair			n/a	n/a
5 Communicate timelines to qualified candidates to keep them interested. Consider frequent updates as your search progresses through various steps.	Hiring Manager			n/a	n/a

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Step 10: Select the Final Candidate

Search chair & committee, Hiring manager, Departmental leadership

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Create an agenda for the discussion that re-states the must-haves and the philosophy for candidate selection.	Hiring Manager			Example: no opinions, vibes, energy, fit; yes to facts, observations, and linking to job description	n/a
2	Have interviewers rate candidates before beginning discussion to ensure independent perspectives	Search Committee			n/a	n/a
3	Use inclusion rather than exclusion strategies in making selection decisions	Search Committee			Example: include for further consideration those applicants the search committee deems to be qualified as opposed to excluding those it deems to be unqualified	n/a
4	Continue to audit your biases.	Search Committee			Ask how your assumptions might impact your rating, whether information supports your conclusions, and how you may be excluding the candidate	n/a
5	Discuss strengths first. Make the default in evaluations and selection processes "All are qualified." To minimize unspoken assumptions, require data before deciding a candidate doesn't meet a qualification.	Search Committee			n/a	n/a
6	Share candidate materials for all finalists with hiring manager.	Search Committee			n/a	n/a
7	Submit this workbook to your SALT representative and HR.	Hiring Manager			n/a	n/a

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Step 11: Extend an Offer and Close the Process

Hiring manager in collaboration with departmental leadership, HR, and SAHR.

	Task	Responsible Party	Goal Date	Date Completed	More Info	Resources
1	Complete the Approval to Hire form and submit it to SAHR Talent Acquisition (TA) to consult on pay equity. Salary offers should be fair and consistent, without consideration of past salaries or previous inequitable employment experiences.	Hiring Manager			n/a	Approval to Hire Form
2	After SAHR and TA approve, either hiring manager or TA extends offer.	TA or Hiring Manager			Opt for TA if you are not fully comfortable negotiating salary.	n/a
3	If candidates request feedback, discuss with your SALT representative whether and how you might give objective, job-related feedback verbally to improve candidate experience.	Hiring Manager			If you aren't comfortable, decline to give feedback.	n/a
4	Work with TA to complete a standardized reference and background check.	Talent Acquisition			Avoid social media and Google searches as it may contribute to bias. Consult TA if you have questions.	n/a
5	After TA sends the offer letter, work with TA to ensure other candidates receive rejection letters and are rejected in myHR.	Hiring Manager			n/a	n/a
6	Announce the new hire to the division. In the announcement, thank your committee members for their work by name and praise particular strengths.	Hiring Manager			n/a	n/a
7	Provide feedback below about your experience and the process.	Hiring Manager			n/a	n/a

SAHR Initials	Date Reviewed

For SAHR: Confirm completion of steps 1-11 before approving job offer

Hiring Manager feedback about inclusive hiring process: