

Inclusive Staff Searches

Consistent with Illinois Wesleyan University's mission and the rationales elaborated in the University Council for Diversity statements and practices for building an inclusive and diverse community, while acknowledging the differences between faculty and staff, Illinois Wesleyan has adopted the following search procedures for all approved staff positions. In recognition of the diversity of expectations and expertise among staff positions at IWU this document divides into two sections. The first section outlines search processes for exempt positions and select non-exempt positions while the latter addresses hiring practices for non-exempt positions. Please note, hiring officers searching for part-time staff are expected to adhere to the non-exempt policies as best as possible.

A. For most exempt and select non-exempt staff positions:

1. When recruiting from the outside for full-time or part-time positions, all hiring managers must work with a **Search Advocate (SA)** who has undertaken training to serve in this role. Working with a Search Advocate is required whether there is a search committee or not. The SA must participate in all aspects of the hiring process. It is not expected that SAs have voting rights, as SAs are there to provide oversight to the search process to ensure that the search is doing everything possible to use search opportunities to diversify our staff.
2. Searches must be **active** processes. Rather than simply placing a position announcement and hoping for a qualified and diverse candidate pool, hiring officers or search committees must formulate an active search plan that includes the following:
 - Ideally, when applicable the department maintains an ongoing cultivation process in which members of the department work to make professional connections with other organizations who can bring an IWU career opportunity to the attention of strong candidates. It may also involve scouting for prospective candidates ahead of an anticipated hire keeping in mind to avoid creating expectations that may not materialize in the end. As an example, this cultivating and scouting can take place during professional meetings and might involve attendance at sessions that go beyond normal disciplinary/departmental interests to cast a wide net.
 - For each search, the hiring officer and department members (if applicable) must engage in *active* recruiting by reaching out to colleagues (across the country, when applicable) to bring the position announcement to the attention of a wide audience. This can be accomplished through email, regular mail, telephone conversations, and direct personal contact (when visiting other institutions or attending conferences). In addition, if the appropriate professional society has a committee or group with a focus on the issues of people from diverse backgrounds, efforts can be made to enlist support of such a group.
 - The position announcement must contain inclusive language that strongly encourages applications from diverse candidates. (See Appendix B 1.2 Writing the Job Ad). Beyond simply stating an interest in applications from diverse candidates, job ads should, when

applicable, indicate that application materials must address the applicant's experience and efforts with inclusive practices. Whenever possible, the job ad should be written to be as broad as possible with regard to the departmental needs. Doing so increases the number of potential applicants and increases the opportunity to build a diverse applicant pool.

- The position announcement should be posted as widely as possible. In addition to "typical" advertising approaches, offices should seek to post the ad in venues that will increase the likelihood of reaching diverse candidates. Internet searches can identify such venues. The Human Resource Office can assist in placing the position announcement with the local diversity venues as well as those that are more far reaching, depending on the position. Some helpful sources can be found in the Staff Recruiting Resources Appendix B 1.3.
3. The hiring manager, and search committee if applicable, must consult with the Search Advocate to produce a rubric (see Appendix B 1.4 Sample Rubric) for assessing candidates' application materials. The rubric must match closely the clearly defined qualifications listed in the position announcement. The rubric will be the basis for recommendations of candidates to "shortlist," to invite to campus for on-site interviews, and for the final selection of the hire. While the recommendations of the manager and committee are important, the use of the approved rubrics will be critical to the rationale for those recommendations. The hiring managers' Cabinet member must approve the candidate assessment rubric before the search process may begin. The hiring manager must maintain all evaluation rubrics for at least one (1) year after the completion of the search.
 4. Depending on the position, the search plan may include a "short-list" phase that includes contact by video conferencing or telephone. During these conversations it is important to probe the candidates on their experience and efforts with inclusive practices.
 5. If the position requires an extensive on-campus interview process, the itinerary must include:
 - Opportunities for the candidates to meet and interact with others from diverse backgrounds. Feedback from those interactions should be assessed in the rubric.
 - Dinners, lunches, and other such interview events should be scheduled to be as consistent as possible among the candidates. For example, the hiring manager taking candidates to lunch should ideally be the same, and the type of restaurant should be as similar as possible (if not identical). Feedback from the informal interactions over meals should be assessed in the rubric.
 - Opportunities for the candidates to see areas of interest both on-campus and off-campus for which they have expressed an interest.
 6. Human Resources will work with hiring managers to determine which non-exempt positions will be expected to adhere to the process outlined in steps 2-5 above.

B. For most non-exempt staff positions (typically those conducted only in a local market):

1. When recruiting from the outside, all hiring managers must work with a **Search Advocate (SA)** who has undertaken training to serve in this role. Working with a Search Advocate is required whether there is a search committee or not. The SA must participate in all aspects of the hiring process. It is not expected that SAs have voting rights in making the final decision, as SAs are there to provide oversight to the search process to ensure that we are doing everything possible to use search opportunities to diversify our staff.
2. For each search, HR will assist the department to engage in **active** recruiting by reaching out to appropriate outlets to bring the job ad to the attention of a wide audience. This can be accomplished through email, regular mail, telephone conversations, and direct personal contact. In addition, if there are organizations that have a committee or group with a focus on the issues of people from diverse backgrounds, efforts can be made to enlist support of such a group.
 - The position announcement must contain inclusive language that strongly encourages applications from diverse candidates. (See Appendix B 1.2 Writing the Job Ad). Whenever possible, the position announcement should be written to be as broad as possible with regard to departmental needs. Doing so increases the number of potential applicants and increases the opportunity to build a diverse applicant pool.
3. The hiring manager, and search committee if applicable, must consult with the Search Advocate to produce a rubric (see Appendix B 1.4 Sample Rubric) for assessing candidates' application materials. The rubric must match closely the clearly defined qualifications listed in the position announcement and the Position Description Questionnaire (PDQ). The rubric will be the basis for recommendations of candidates to "shortlist," to invite to campus for on-site interviews, and for the hiring decision. The hiring managers' Cabinet member must approve the candidate assessment rubric before the search process may begin. The hiring manager must maintain all evaluation rubrics for at least one (1) year after the completion of the search.
4. Depending on the timeline for the search and the level of the position, several options may exist to help facilitate this process. These options will include either selecting the Human Resource designated SA to help expedite the process or select from the list of available SAs.