



HIRING MANAGER GUIDE FOR RECRUITING AND HIRING STAFF

This resource guide is for hiring managers to navigate the staff recruitment and hiring process at Whitman College. Please contact Human Resources at hr@whitman.edu with any questions or for additional guidance.

The staff recruitment and hiring process involves six key steps: Planning, developing tools, reviewing applications, conducting interviews, making an employment offer, and evaluating the process. Throughout every step of the process, it is critical that the hiring manager be mindful of maintaining efforts that contribute to the College's core values of diversity, equity and inclusion. The diversity advocate partnered with your search will be able to provide you with additional support in creating an inclusive search. While inclusive hiring practices are included throughout this guide, please also note a special section on inclusive hiring practices beginning on page 10.

PLAN

Create or update the position description.

The first step in the planning process is to create or update the position description. The position description should provide:

- a summary of the position that describes the overarching purpose,
- essential functions of the position,
- required knowledge, skills and abilities that are necessary to do the job, and
- minimum qualifications.

In order to prevent qualified candidates from unnecessarily eliminating themselves from applying and to create as broad and diverse of a pool as possible, keep the minimum qualifications truly to a minimum. You might also consider having both "minimum qualifications" and "preferred qualifications" sections.

Additionally, strongly consider adding an essential function that reflects the College's commitment to diversity, equity and inclusion, such as "actively and positively contribute to the College's key values of diversity, equity and inclusion."

While Whitman currently does not post salary ranges in a standardized way in all position postings, it is important to ask the question as to whether or not you should do so for a particular position. Human Resources does share a salary range when a candidate calls to inquire. Sharing this information shows trust and transparency, as well as promotes DEI hiring practices. If you wish to consider posting a salary range, please talk with staff in Human Resources.

Seek approval to fill the position.

Cabinet approval is required to fill any position. As your cabinet officer prepares to present the position to the Cabinet, it would be helpful to provide them with a brief, written rationale as to why this position should be filled.

Submit a Position Information Form.

Once the Cabinet approves the position, communicate to Human Resources that you are ready to begin the recruitment and hiring process by completing a [Position Information Form](#). Prior to finalizing the position information form, reach out to Human Resources to establish a salary range based on market data through the College and University Professional Association of Human Resources (CUPA-HR) and local survey data. Additional important information that will be considered is maintaining equity within similar staff positions within the department and budget constraints.

Meet with Human Resources and the Diversity Advocate.

Role of the Diversity Advocate

Once Human Resources receives the Position Information Form, they will appoint a diversity advocate to the search. The diversity advocate will be involved at every stage of the search, from drafting the job posting to meeting with campus finalists. They will participate as full members of the search committee and collaborate with the committee to reduce forms of bias that tend to exclude potentially excellent candidates.

Reviewing the position description

Once the search is ready to begin, the hiring manager, Human Resources and the Diversity Advocate will develop a plan for recruiting and hiring for this position. They will review the position description that was drafted by the hiring manager, and if necessary, make recommendations for modification. In particular, they will ensure that the position description is written as open as possible with only the essential qualifications and experiences listed as *required* so as to encourage a broad pool of candidates to apply. It is important to be mindful that whereas some candidates will apply for a position in which they don't meet nearly any of the required qualifications, some candidates will not apply for a position in which they meet nearly all of the qualifications except for very few.

Marketing the position

In the Position Information Form, the hiring manager should indicate where they would like the position posted. Additionally, Human Resources will reach out to [JobElephant](#) to seek recommendations on where else this position could be posted so as to create as diverse and large of a candidate pool as possible. These recommendations will be reviewed at this meeting and the group will make decisions on where the position will be posted. The hiring manager should also make use of professional networks to which they belong to share job postings as appropriate.

In crafting the job posting, the hiring manager, diversity advocate and Human Resources should create compelling statements that help cast as wide of a net as possible and appeal to diverse audiences.

Using the BambooHR Application Tracking System (ATS)

To manage the hiring process, the hiring manager and search committee members will use the applicant tracking system (ATS) in BambooHR. Human Resources will provide training to the hiring manager and search committee on how to use the ATS. A *Hiring Manager Guide to BambooHR Applicant Tracking System* can be found [here](#), and a *Search Committee Guide to BambooHR Applicant Tracking System* can be found [here](#).

Appointing the search committee

The group will also discuss who the hiring manager would like to use as a search committee and will make recommendations as necessary. Reflect carefully on the size of the search committee. The committee should be large enough so as to represent diverse perspectives and interests but small enough so that scheduling meetings is not too great of a challenge. Make sure to think beyond your own department and involve key stakeholders, including people with whom your department most closely collaborates. Assemble a diverse committee and carefully think through what you need each member to bring to the table.

When appointing a search committee, it is important for the hiring manager to be clear about the anticipated timeline so that the search committee member can make an informed decision as to whether or not they will be able to devote sufficient time to fully participate on the committee.

DEVELOP TOOLS

Plan a timeline.

Once the search committee has been appointed, the hiring manager should convene the group for a planning meeting. The hiring manager should clearly articulate the role that the search committee will play in the search. Be clear if the role of the search committee is to work together to come to consensus and make a hiring decision or if the role is to simply make a recommendation and the final decision rests with the hiring manager.

The search committee should begin by thinking through an estimated timeline for the search. Some considerations may be:

- When will the committee begin and conclude the review of applications?
- When will the hiring manager conduct phone screens (if using this step)?
- When will the committee conduct first round interviews?
- When will the committee conduct final interviews?

Openly talk about mitigating bias.

The hiring manager and diversity advocate should lead an open conversation with the search committee about the tremendous value of a diverse workforce at the College and Whitman's commitment to creating an inclusive environment in order to allow all of us to thrive in our community and do our best work. Additionally, the group should discuss the importance of the group working together to mitigate bias in the process.

In order for the search to be successful, all members of the search committee must take seriously their responsibility for maintaining as diverse of a pool as possible for as long as possible. To do so, individual search committee members must be aware of their own unconscious bias, reflect on it so they can recognize it, and address it to make better decisions in the future. Additionally, search committee members must commit to addressing any bias that they recognize occurring at any point in the search.

Create a hiring rubric and structured interview questions.

In order to equitably assess the skills and competencies of candidates with regard to a position, it is important for a search committee to use the position description to develop a hiring rubric. A hiring rubric can help a committee think through what they are looking for in a candidate, what key qualifications, knowledge, skills and abilities they should possess, and how they will measure the degree to which a candidate possesses those

qualifications, knowledge, skills, and abilities. A hiring rubric is also a helpful tool to mitigate bias as it will anchor the process for evaluating candidates and produce more reliable information for hiring.

When creating a hiring rubric, refer to the position description, and take note of the position qualifications, knowledge, skills, and abilities, and ask yourself what these qualities look like and what level of ability a candidate should have for that quality. Next, develop questions that will help you assess the degree to which the candidate possesses that skill or competency.

Below is a sample hiring rubric.

Desired skill/competency	What questions will we ask to measure this skill?	STRONG demonstration of skill	AVG. demonstration of skill	MIN. demonstration of skill
Effective communication	Tell us about a time when your communication skills benefited you. Think about a time when you had a miscommunication. What went wrong, and how would you approach this situation differently?			
Ability to establish and maintain effective working relationships	How do you establish a good rapport and trust with others?			
Ability to actively and positively contribute to the College's core values of diversity, equity and inclusion	What does an inclusive community look like to you? Share an example of how you have contributed to developing an inclusive work environment.			
Ability to prioritize work responsibilities	Talk about a time when you had multiple competing priorities on your plate and how you approached this situation.			

When developing questions for the interview, ask only for information that you will use to make the hiring decision, ask yourself how that information will be used, and do not ask questions that should not be used in making hiring decisions. Ask both behavioral and situational questions - behavioral questions ask about a candidate's behavior during past experiences that demonstrate competencies, and situational questions present scenarios that allow a candidate to demonstrate how they would respond.

The following are sample interview questions that were included in [CupaHR's HR Interview Guide, 6th edition](#).

Sample interview questions

- *Please describe your responsibilities and duties in the most recent position you have held.*
- *What do you consider to be your most significant accomplishment in the last position you held?*
- *Describe the most complex problem you had to solve in your last/current position.*
- *What were some setbacks or disappointments you experienced in the last position you held?*
- *What areas of knowledge, competencies, and skills do you possess that you believe would help you perform this position well? In what areas are you lacking, and what would be your plan to develop in these areas?*
- *Share a time when you had to quickly adapt to change and how you responded to this change.*
- *How do you work to develop a positive working relationship with others?*
- *What does an inclusive community look like to you?*
- *Talk about your experiences in working with people who have backgrounds different from your own.*
- *What things have you done to further your knowledge of diversity and inclusion in the workplace? How have you demonstrated what you have learned?*
- *When interacting with a person from a background different from your own, how do you ensure that the communication is effective?*
- *How have you contributed to creating an inclusive work environment in a previous position you have held?*
- *What is the importance of building an inclusive community at the College?*
- *How could you positively and actively contribute to the College's core values of diversity, equity and inclusion?*
- *Describe your involvement with committees, your role on the committees, and what you learned from each experience.*
- *In previous positions, how much of your work was accomplished alone and how much with a group?*
- *What kinds of policies and procedures have you created and to whom did you take them for approval?*
- *Describe the most difficult interpersonal challenge you have been faced with and how you worked through it.*
- *Describe a time when you went well "beyond the call of duty" to accomplish a task.*
- *Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.*
- *Tell us about a failure in your working life and how you overcame it.*
- *In what way does this position meet your career goals and objectives?*
- *If you were hired for this job, in what areas could you contribute immediately, and in what areas would you need additional training?*
- *What word processing systems have you worked with, and what are they?*
- *Describe the positions in which you have had supervisory responsibility.*
- *In your experience, what kinds of things motivate an employee?*
- *Describe an innovative way you handled a conflict involving two or more of your employees.*
- *What kinds of things can a supervisor do to create a positive working environment?*
- *Give an example of a decision you made that backfired and what you did about it.*
- *Describe your experience in developing and monitoring budgets.*
- *What would your current/past employer tell us about your ability to organize your work?*
- *What is your most innovative accomplishment?*
- *How have your communication skills served you well?*

Interview topics that should not be asked

Ensure that search committee members or other interview panelists do not ask candidates about their:

- Age
- Race/Ethnicity
- National Origin
- Citizenship
- Religion
- Sex, gender identity, or sexual orientation
- Marital or family status
- Health
- Pregnancy Status
- Anything else that is not relevant to the position for which they are interviewing

Train search committee on how to use BambooHR Applicant Tracking System.

Lastly, introduce search committee members to BambooHR Applicant Tracking System (ATS). If the committee lacks experience in using BambooHR ATS, please invite a member of the Human Resources staff to provide a brief training. A *Search Committee Guide to BambooHR Applicant Tracking System* can be found [here](#).

Guidelines for students participating in staff searches

There are searches where it would be very appropriate to include students. When doing so, it is your responsibility as the hiring manager to provide thorough training to students ahead of time so they can appropriately engage in the search. Please use [this worksheet](#) to talk through important points with them.

REVIEW APPLICATIONS & FINALIZE INTERVIEW FORMAT

Using the hiring rubric, ask members of the search committee to independently review each candidate's application and to score the candidate on every competency or skill you are looking for by indicating "strong demonstration," "average demonstration," or "minimum demonstration" or using another rating system that your committee pre-determined in the hiring rubric. After allowing sufficient time for search committee members to review, bring the committee together to discuss the candidates' competencies, skills and abilities and come to a consensus as to which candidates merit further exploration.

As you determine which candidates to advance for interviews, consider what goals you have for the interview process. It is important to remember that an interview is a two-way process and that strong candidates are likely involved in multiple searches. It is just as important to gather information about the candidate's ability to perform the job as it is to highlight the strengths of Whitman College, the department in which this position will work, and the many benefits of working in our community.

Think about what interview format works best for this position. While it may not work for every position, a common model would be to do two rounds of interviews. The first round could be brief phone or video interviews, and the second round could be in person interviews where candidates meet with multiple constituents.

If a search has a large candidate pool or if the position has been posted for several weeks or more, the hiring manager may choose to insert a phone screen prior to first round interviews. The purpose of this screen would be for a hiring manager (potentially joined by a member of the search committee) to screen candidates selected by the search committee to determine that their interest in the position continues. This would be a good time to share information about the position, your department and Whitman in general, and make sure salary expectations are aligned. Oftentimes it is uncomfortable for both parties to discuss salary, but it is important to be as clear and direct as possible and to offer a range. For example, if a position is budgeted for \$32,000, you might indicate the range is \$30,000 - \$32,000 and an offer of \$30,000 would be made to a candidate who meets the minimum qualifications and up to \$32,000 for a candidate that fully meets preferred qualifications.

CONDUCT INTERVIEWS

Disability accommodations for job candidates

In every staff job posting, we invite candidates who need accommodations to contact Human Resources. When extending an interview opportunity to candidates, invite them to contact Human Resources should they need disability accommodating at any point in the interview process.

First round interview

For candidates who indicate they have continued interest, use BambooHR ATS to schedule phone or video interviews. Regardless if you use phone or video, use the same mode for every candidate.

In order to provide a consistent environment and an equitable experience, it is important that those members of the search committee that will do first round interviews participate in every candidate's interview.

Prior to beginning first round interviews, refer back to the hiring rubric and determine what questions will be asked in order to measure competencies and skills, and create a structured interview guide for interviewers to use. Make sure to provide a consistent interview experience for every candidate.

Open the interview by establishing a rapport and sharing the outline of the interview. Then share general information about Whitman College, your department and a high-level description about the position, then move into questions. Try to ask each question of every candidate in the same order and in the same way. This may feel unnatural, but using a structured interview approach helps mitigate bias by helping committee members stay focused on assessing a candidate's competencies and skills and having a consistent approach with every candidate.

In order to be inclusive of all learning styles and needs, consider providing candidates a list of questions or outline of the interview ahead of time. If you do so, be clear that additional questions could be asked, but this is a sample of what might be asked.

Prior to ending the interview, allow time for candidates to ask questions they have of the search committee. Wrap up by thanking the candidate for their time and outline what will happen next in the process. Make sure to stick to the same amount of time for each candidate.

Once all candidates have been interviewed, ask each interviewer to complete their hiring rubrics and convene the committee to discuss. As a group, determine which candidates will be invited to campus for final interviews.

Talk with your supervisor and Human Resources about an appropriate number of finalists based on the position and candidate pool. Thoroughly review [Budgetary Guidelines for Staff Searches](#) prior to taking next steps.

Second round interview

Work with the search committee to determine what the second round - or on-campus interview - should look like. Second round interviews will typically last a couple of hours to an entire work day and interviewers should represent broad areas across Whitman who can be positive ambassadors, speaking favorably for the College. Think carefully through what interview panels are necessary and what the appropriate size of the panels are, depending upon the position.

Work with the search committee to determine what areas of the hiring rubric each interview panel should focus on, and clearly communicate that to each panel. It is appropriate for the hiring manager to communicate that focus in writing to each hiring panel, suggest questions that they could consider asking the employee, and ask that each panel provide a consistent experience for each candidate. Also provide each panel with a list of illegal interview topics. Encourage each hiring panel to leave time at the end to answer any questions the candidates have. Lastly, provide each panelist with an appropriate version of the hiring rubric that allows them to rate each candidate on measures related to the hiring rubric.

As the hiring manager, recognize that while you are evaluating the candidate, you are also acting as their host while they are on campus. Consider opening the interview with you and each candidate as well as wrapping up the day. Doing so will allow you to consistently frame the day for each candidate and conclude the day by answering any lingering questions candidates might have.

Following interviews, invite search committee members and interview panelists to submit their rated rubrics as well as to comment overall on strengths related to a candidate's skills and abilities as well as essential functions of the position where they may be challenged.

Thank the committee for their hard work and for their feedback. Let them know that you will be checking references for finalists and touching base with the appropriate cabinet officer and Human Resources before making an offer.

Reference checks

If you don't already have references, ask finalists to provide you with a minimum of three to four professional references who can speak to their skills and abilities. You should consider specifically asking that one of these references be a current or past supervisor. If a finalist submitted references early in the search process, let them know that the time has come for you to begin checking references.

Ahead of time, prepare questions or topics you want to explore with each reference. It is common to ask references to comment on how the candidate performed well in their job, opportunities for growth, the impact they made on the organization, their interpersonal and communication skills and any skill that is important to the specific position.

Note that some organizations may have policies allowing them to only verify employment dates and job titles.

MAKE AN EMPLOYMENT OFFER

Once you have worked with your cabinet officer to make a decision on hiring and where to start the compensation offer based on the budgeted salary, reach out to Human Resources to provide an update. This is helpful for Human Resources to have a heads up in case the candidate contacts the office as well as to review helpful tips for making a compelling offer.

When making an offer, clearly communicate the salary, start date and annual hours. Additionally, all position offers should be made contingent on the successful completion of a criminal background check and the sexual misconduct background check with institutions of higher education, and some positions require a pre-employment physical.

Let the candidate to whom you are offering the position know that a written appointment letter will follow. Additionally, let them know that they will receive an email asking that they grant permission for Human Resources to request that a criminal background check be run on them, and Human Resources will send them a Sexual Misconduct Declaration, Authorization and Release Form.

Once you have made a verbal offer, please send Human Resources a completed [Employment Offer Form](#). This will give the office necessary information to generate the appointment letter. You will have the opportunity to review the appointment letter prior to HR sending the letter.

How to tell a finalist you are not hiring them

Lastly, Human Resources will clarify which candidates you interviewed in person and will ask that you contact those candidates by phone to let them know you have selected a different candidate and all other candidates by email. Don't forget that what candidates say about the College after participating in a search process makes a difference, so doing these conversations effectively and compassionately are critically important.

When calling finalists to tell them you are not hiring them, give careful thought to the conversation ahead of time. It is important for them to think favorably on this process so that we leave the door open to future employment at Whitman College. Keep the conversation to five minutes, and include the following content:

- Thank them for the time and energy they invested in the process.
- Show appreciation and call out specific strengths they demonstrated in the process.
- Tell them you have made an offer to another candidate.
- Mention the strengths of the other candidate.
- Encourage them to apply for other positions in the future.
- Wish them well with their future professional endeavors.

EVALUATE THE PROCESS AND WRAP UP THE SEARCH

Congratulations, you have successfully hired an employee! But you're not quite yet done - don't forget to evaluate the process.

Before officially considering this process concluded, reach out to your search committee and process the following.

- What went well? What didn't go well?
- In what areas was the diversity of the candidate pool strong, and where was it lacking?
- How did the committee work to keep the candidate pool diverse for as long as possible?
- What value did the Diversity Advocate provide to the search?
- What contacts or networks did the committee make in the search that could be used in future searches and/or shared more broadly in your department and with Human Resources.

Also know that the Diversity Advocate will submit a short form offering their feedback related to the search.

If any committee members kept individual notes during the search process, ask them to shred those, or alternatively, collect them and forward them to Human Resources.

Lastly, if there were any expenses associated with the search, collect all of those receipts and attach them to a [Staff Recruitment Expense Log](#).

Now, let the onboarding process begin! Stay tuned for details that Human Resources will send you through BambooHR that will get you started on onboarding your new staff employee.

DEI PRACTICES IN INCLUSIVE HIRING

This supplemental section provides information and resources to help prioritize diversity, equity, and inclusion (DEI) throughout the hiring process.

PERSONAL REFLECTION

As a hiring manager or member of a hiring committee, it is incredibly important to reflect on your own conscious and unconscious bias throughout the hiring process. Below are several resources to help you learn more about different types of bias, your own bias, and how to mitigate bias when hiring new employees.

Recognize types of bias and learn how to mitigate bias.

Below are resources that define the different types of bias, provide examples and characteristics of bias, and explain how you can reduce bias during the hiring process.

- [Ideal: 5 Types of Hiring Bias Every Recruiter Needs To Know](#)
- [SHRM: Hiring Bias and Workplace Bias](#)
- [University of Washington: Bias and Hiring](#)
- [Washington State University: Key Takeaways From “Countering Bias in the Interview”](#)

Take an Implicit Association Test.

Project Implicit is a non-profit organization that provides free Implicit Association Tests for a variety of subjects, including disability, religion, race, sexuality, gender, age, and more. To learn more about your own implicit bias, go to the [Project Implicit website](#) and complete one or more of the Implicit Association Tests.

- [Project Implicit: Implicit Association Test](#)

Consider completing a Managing Implicit Bias eCourse.

University of California, Office of the President (UCOP) offers a free, six-part, online course entitled, “Managing Implicit Bias Series.” The goal of this eCourse is to “increase awareness of implicit bias and reduce its impact.” To take this eCourse, use the link below.

- [UCOP: Managing Implicit Bias Series](#)

JOB POSTINGS

An important aspect of inclusive hiring comes from using DEI practices in your job postings and descriptions. There are many ways in which job postings can be exclusionary or go against DEI values. The following information explains how to create job postings that promote diversity, equity, and inclusion in the candidate pool and the hiring process.

- [University of Washington: Position Descriptions and Job Postings Guidelines](#)

Use gender-neutral language.

One factor that can prevent potential candidates from applying is the language employed in job postings. To be inclusive and appeal to the greatest number of qualified applicants, it is essential to use gender-neutral language in your job postings. This involves avoiding language that is gender-coded or gender-specific. Consider using one of the online gender decoders below to check your job descriptions for subtle bias.

- [Online Gender Decoder](#)
- [STEM-oriented Online Gender Decoder](#)

Use conversational language.

When creating a position description and job posting, strive to use conversational language. Conversational language will appeal to a greater audience and help in diversifying the applicant pool. Steer away from using technical language as this type of diction only appeals to a narrow audience and will needlessly decrease the pool of candidates. This also means you should avoid using Whitman College “jargon” or language that is only familiar to internal applicants who are already a part of our community.

Market the commitment to creating an inclusive culture at Whitman College.

Consider including a diversity statement about Whitman College’s commitment to diversity, equity, and inclusion in every job posting. This shows potential applicants that DEI is an essential part of the college and important to the community as a whole.

Advertise to reach a diverse pool of potential candidates.

Having a diverse pool of candidates is essential when recruiting with diversity, equity, and inclusion in mind. This requires reaching a wide variety of people and communities during the job search. To do this, Whitman College works with [JobElephant](#), a posting service that provides specific sites to advertise on based on each individual job. Remember to keep this important aspect of DEI recruiting practices in mind while conducting the job search. Below is a list of sample publications that advertise to diverse communities.

- [AsiansinHigherEd.com](#)
- [BlacksinHigherEd.com](#)
- [DisabledinHigherEd.com](#)
- [DisabledPerson.com](#)
- [Diverseeducation.com](#)
- [DiversityinHigherEducation.com](#)
- [DiversityJobs.com](#)
- [DSPSjobs.com](#)
- [LatinosinHigherEd.com](#)
- [LGBTinHigherEd.com](#)
- [MilitaryJob.com](#)
- [NativeAmericansinHigherEd.com](#)
- [VeteransinHigherEd.com](#)
- [Women in Technology](#)
- [WomenAndHigherEd.com](#)

INTERVIEW QUESTIONS

Interviewing candidates is a very important part of the hiring process. Keep in mind that you should ask all candidates the same questions in the same order. In addition, you should ask questions about the interviewee’s competency to perform the desired role as well as their experience with diversity, equity, and inclusion. When crafting your interview questions, refer to the guides below, especially the resources for acceptable versus unacceptable interview questions.

Ask acceptable versus unacceptable interview questions.

Federal laws, state laws, and Whitman College’s [Equal Employment Opportunity Policy](#) prohibit hiring managers and committees from making inquiries that discriminate based on race, color, sex, gender, religion, age, marital status, national origin, disability, veteran’s status, sexual orientation, gender identity, or similar protected categories. Below are resources regarding what inquiries are fair and unfair to ask in the written application and during interviews.

- [SHRM: Guidelines on Interview and Employment Application Questions](#)
- [University of Washington: Fair and Unfair Pre-employment Inquiries](#)
- A more comprehensive list of unfair pre-employment inquiries is provided on the University of Washington website [here](#).

Include diversity-related interview questions.

Whitman College is committed to promoting diversity, equity, and inclusion, so it is important that candidates, if hired, are able to actively and positively contribute to these core values. To evaluate your candidates on this competency, it is recommended to ask diversity-related questions during the interview. Resources with example questions from other institutions of higher education are provided below.

- [Northern Illinois University: Sample Interview Questions - Diversity and Equity](#)
- [Oregon State University: Sample Interview Questions](#)
- [University of California, Davis: Potential Diversity Interview Questions](#)

Include behavioral/competency-based interviewing.

Behavioral/competency-based interviewing revolves around asking questions about candidates' past work performance and experiences. The candidates' responses to these questions can be used to better predict their future performance if hired. By conducting this type of interview, you can select a candidate who will be able to successfully perform the essential duties of the position.

More information about behavioral/competency-based interviewing as well as sample questions can be found below.

- [SHRM: Job Interview Questions](#)
- [University of Washington: Behavioral/Competency-Based Interviewing](#)
- [University of Washington: Examples of Behavioral Interview Questions](#)
- [Wichita State University: 338 Behavioral Interview Questions](#)

HIRING INDIVIDUALS WITH DISABILITIES OR ACCOMMODATIONS

To uphold Whitman College's commitment to diversity, equity, and inclusion, it is essential to make hiring practices inclusive and accessible to candidates with disabilities or accommodations. Use the resources below to learn more about how to make your hiring practices accessible to all candidates.

Be attentive to inclusive hiring practices regarding candidates who disclose disabilities.

University of Washington provides a comprehensive list of ways to ensure that candidates with disabilities receive the necessary accommodations to make their interview process accessible. This includes accommodation suggestions for individuals with mobility, visual, speech, and hearing impairments. Please refer candidates who disclose disabilities to Human Resources to explore accommodations.

- [University of Washington: Accommodating Candidates with Disabilities](#)

Online Resources.

- For Laws and Regulations
 - [U.S. Department of Labor: Laws and Regulations](#)
- For Job Postings
 - [Employer Assistance and Resource Network on Disability Inclusion: Finding Candidates with Disabilities](#)
 - [Employer Assistance and Resource Network on Disability Inclusion: Job Descriptions](#)
- For Interviewing
 - [Employer Assistance and Resource Network on Disability Inclusion: Interviews](#)
- Additional Resources for the Hiring Process

- [CUPA-HR: Removing Hiring Barriers for the Disability Community](#)
- [SHRM: Developing an Accessible Workplace](#)
- [U.S. Department of Labor: Tips for Ensuring Access for Applicants with Disabilities](#)

HIRING INDIVIDUALS WITH VETERAN STATUS

Whitman College's commitment to diversity, equity, and inclusion includes making the hiring process inclusive and accessible to individuals with veteran status. Below is a resource regarding how to navigate the hiring process with candidates who are veterans. For additional information, contact Human Resources.

- [U.S. Department of Veterans Affairs: Guide to Hiring Veterans](#)

OTHER RESOURCES FOR INCLUSIVE HIRING PRACTICES

Below is a collection of additional resources from articles, blogs, online communities for higher education, and other colleges and universities focused on employing DEI practices when conducting a job search. Human Resources also has memberships for CUPA-HR and SHRM, which contain more resources for the best hiring practices. If you are looking for specific resources, contact Human Resources at hr@whitman.edu.

Articles and Blog Posts.

- [Arc: How to Build Your DEI Hiring Strategy in 2021](#)
- [Insight: How to Prioritize Diversity, Equity, and Inclusion When Hiring](#)
- [Mac's List: Diversity Hiring is More Than a Checkbox](#)
- [SHRM: 5 Steps to Improve Diversity Recruiting](#)

Hiring Guides from Other Institutions of Higher Education.

- [Brandeis University: Integrating DEI Processes and Practices](#)
- [University of California, Berkeley: A Toolkit for Recruiting and Hiring a More Diverse Workforce](#)
- [University of California, Los Angeles: Evidence-Based Strategies for Equitable and Inclusive Faculty Hiring](#)