Hiring Excellence Workshop

Academic Year 19/20
What you will learn

• What is Hiring Excellence
• Best Practices
• Process
• PageUp
Activity

What would you want to hear about working at Mines? What was positive about your interview process?
Employer Branding

MAKE A DIFFERENCE IN STEM EDUCATION
Colorado School of Mines is hiring tenured/tenure-track, teaching & leadership positions for the coming year.

Departments with openings
Applied Mathematics & Statistics
Chemical & Biological Engineering
Civil & Environmental Engineering
Computer Science
Economics & Business
Engineering, Design & Society
Geology
Geophysics
McBride Honors
Mechanical Engineering
Mining Engineering

Learn more
mines.edu/facultyrecruitment

Rankings
#1 Mineral & Mining Engineering
QS World University Rankings, 2019
#2 Combining Scholarly Research & Classroom Instruction
Wall Street Journal, 2016
#4 Top 25 Brainiest Colleges
*(1 in Colorado), Lumosity, 2019
#32 Top Public Schools
U.S. News & World Report, 2019
JOB OPENING

OPEN RANK FACULTY
GEOLOGY & GEOLOGICAL ENGINEERING

The Department of Geology and Geological Engineering at the Colorado School of Mines (Mines) invites applications for a tenure-track position open at all ranks (Assistant, Associate, Full Professor). The successful candidate will teach at the undergraduate and graduate levels, supervise graduate research and thesis projects, establish and grow a quality publication record, and develop a strong externally funded program that supports applied and/or fundamental research. Teaching responsibilities will include core courses associated with the Geological Engineering undergraduate degree and graduate courses in the candidate’s specialty. The candidate is also encouraged to develop courses for on-line delivery. The successful candidate must have an interest in developing collaborative, cross-disciplinary research across the Mines campus, and in recruiting and mentoring a diverse group of students.

The Geology and Geological Engineering Department is strongly aligned with the University’s mission. Our vision is “To be a game-changer in discovery, understanding, and education in geoscience to intelligently engineer Earth’s resources” and our mission is “To discover and disseminate knowledge for society through compelling research, excellence in teaching, and engaging outreach by creating a welcoming and vibrant community that cultivates critical thinking, intellectual curiosity, and integrity.” We recently founded the Subsurface Frontiers initiative with the USGS that will bring a new building on campus by 2022 to house USGS geoscientists and their laboratories along with a number of Mines faculty, researchers and laboratories. The Subsurface Frontiers initiative is part of Mines’ broader Frontiers Initiative that includes the Space Resources program (https://space.mines.edu). More information can be found at www.mines.edu and https://geology.mines.edu/.

About Mines, The Department and Golden, CO:

Colorado School of Mines is located in picturesque Golden, in the foothills of the Rockies, 15 miles west of Denver and 20 miles south of Boulder. We are well known for the abundance of outdoor recreational opportunities and a very prominent and growing network of collaborating national agencies/laboratories (e.g., U. S. Geological Survey (USGS), National Renewable Energy Lab, National Center for Atmospheric Research) and associated industries that support and serve various fields of geoscience, computer science, and aerospace engineering.

Minimum Qualifications:

We welcome applications from candidates with a broad range of expertise in the geosciences, geological engineering, or related fields. The successful candidate will have an established track record of strong potential for leadership in large-scale, interdisciplinary collaborations in fields that are aligned with the University’s and Department’s focus on Earth, Energy & Environment. These include (but are not limited to) departmental and cross-campus programs in geology, geological engineering and hazards, geochemistry, quantitative and computational geosciences, geological data analysis and machine learning, mining and mineral resources, energy and petroleum systems, underground construction & tunnel engineering, hydrology and water resources, geophysics, civil and environmental engineering, and space resources. A PhD is required at the time of hire.

How To Apply:

Review of applications will begin on January 6, 2020 and will continue until the position is filled. See https://www.mines.edu/colleges/earthscience/geologyandgeologicalengineering/open-rank-faculty/

for the complete job posting.
Hiring Excellence at Mines
Hiring Excellence

- Aligns searches with Mines@150
- Statement of Contributions to Diversity and Inclusion
- Teaching statement includes experience with online teaching
- Use of Rubrics
- Final candidate meets with President and Provost on 2nd visit
Mines Hiring Excellence Initiative

**2y candidate pool - gender distribution**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Not self-identified</th>
<th>Male</th>
<th>Female</th>
<th>Not self-identified</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Tenure-track</td>
<td>4% 3%</td>
<td>79%</td>
<td>57%</td>
<td>3% 18%</td>
<td>79%</td>
<td>83%</td>
</tr>
<tr>
<td>Tenure track</td>
<td></td>
<td>3% 3%</td>
<td>18% 14%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**2017-2018 vs 2016-2017**
Mines Hiring Excellence Initiative

3y New Hire - Ethnicity distribution

- Caucasian or White
- Asian
- Hispanic
- African American
- International
- Unknown or multiple races
- Not Reported

Ethnicity

Non-tenure track

Tenured/tenure-track
Mines Hiring Excellence Initiative

Three-Year Gender Distribution of New Hires

- FY17 Tenured: 57% Male, 43% Female
- FY18 Tenured: 43% Male, 57% Female
- FY19 Tenured: 58% Male, 42% Female
- FY17 Non-Tenure: 100% Male
- FY18 Non-Tenure: 50% Male, 50% Female
- FY19 Non-Tenure: 50% Male, 50% Female

Male
Female

COLORADOSCHOOLOFMINES
EARTH • ENERGY • ENVIRONMENT
MINES.EDU
Best Practices
Behavioral Based Interviews

- Most accurate predictor of future performance is past performance in similar situations.
- Ask about specific situations and competencies
- Candidate gets to tell a story

- Tell me about a time
- Walk me through
- Describe a situation
Plan the message to the candidates

• Positive and candid
• Divide questions amongst committee members
• Consider who should address what topics
• Ask the candidate what type of culture they want
Recruitment Survey Findings

• How was your in-person experience? 4.75
• Was the organization prepared for your arrival: 4.63
• Was the position clearly explained to you throughout the process? 100%
• Did the interviewer provide salary range info? 50%
• Did the interviewer ask you questions appropriate to the job? 100%
• How likely are you to recommend Mines? 4.25
Recruitment Survey Feedback

• It would have been nice to meet with students

• It was great. I appreciated the technology used to set up the appointments.

• Provide contact info and emails of interview team

• I appreciated the fact that it was a phone interview and not a video conference type interview. Phone interviews reduce the likelihood of technology issues and makes it easier for candidates to find a discrete location to conduct the interview.

• Ask questions relative to the position. The job description did not explain that you would be teaching. Yet I was asking question regarding teaching. The position is not a manufacturing job, yet I was asked about my ability to maintain manufacturing standard.
Diversity

• A common misconception about Diversity is people think it is what we can see about race, gender and ethnicity, but it is all about what we can bring to the table.

• Rate the potential of the applicant to contribute to diversity and inclusion.
Implicit Bias

We ALL – men and women – perceive and treat people differently based on their social and cultural identity group memberships.

https://www.youtube.com/watch?v=NW5s_-Ni3JE
https://implicit.harvard.edu/implicit/
Imposter Syndrome

“Impostor syndrome is a concept describing individuals who are marked by an inability to internalize their accomplishments and a persistent fear of being exposed as a ‘fraud’.”
- Clances & Imes (1978)
Interview Planning

• Define what a successful candidate looks like
• Divide questions amongst committee by specialization
• Why people have left this position
• What problems did people have who didn't work out? Ask questions to address.
• Share the values, mission, and culture
• Define how people get things done in this role
Successful Searches

- Year-round recruitment
- Broaden the applicant pool
- Diverse committee
- Well defined time-line
- Use of approved scoring criteria
- Concierge-level service
- Interview packet
- Involvement at all stages
Search Process Overview & Legal Requirements
Importance of Documentation

- Pass/fail
- Committee rubric
- Interview questions
- Candidate schedules
- Why each candidate does NOT move forward
Value of PageUp

- Immediate access to applicants
- Communication with applicants
- Scoring reports
- Interview scheduling
- Repository of information
- Talent pool
- Ability to collect reference letters
Compliance

• Affirmative Action
• Equal Employment Opportunity
• OFCCP/Federal Contractor Status
Confidentiality and Discovery

- Search committee confidentiality
- All discussions and documentation subject to discovery
## Interview Matrix

<table>
<thead>
<tr>
<th>Interviewer</th>
<th>Type of Candidate</th>
<th></th>
<th></th>
<th></th>
<th>All Ranks Tenure-track &amp; Teaching Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dean</td>
<td>DHDD</td>
<td>Chaired Position</td>
<td>Tenured Faculty</td>
<td></td>
</tr>
<tr>
<td>President &amp; Provost (together)</td>
<td>30 minutes</td>
<td>30 minutes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provost (only)</td>
<td></td>
<td></td>
<td>30 minutes</td>
<td>30 minutes</td>
<td></td>
</tr>
<tr>
<td>Associate Provost</td>
<td>30 minutes</td>
<td>30 minutes</td>
<td></td>
<td></td>
<td>30 minutes</td>
</tr>
<tr>
<td>EVP &amp; COO</td>
<td>30 minutes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*VP for Research &amp; Tech Transfer (VPRTT)</td>
<td>30 minutes</td>
<td>30 minutes</td>
<td>30 minutes</td>
<td>30 minutes</td>
<td></td>
</tr>
<tr>
<td>Vice Provost/Dean</td>
<td>60 minutes</td>
<td>60 minutes</td>
<td>60 minutes</td>
<td>30 minutes</td>
<td>30 minutes</td>
</tr>
</tbody>
</table>

### ALL FINAL CANDIDATES

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<tr>
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<td>Above</td>
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</table>
Summary

• Critical to treat all candidates the same
• Plan your messaging to the candidates
• Not required to check one additional reference
• Committee-level documentation at all stages
• HR is here to help!
Contacts Supporting Hiring at Mines

Camille Torres, AVP HR & Title IX

Amy Landis, Presidential Fellow, DI&A

Kathleen Feighny, Recruiter

Erika Schoonmaker, Recruitment Support Specialist

Debbie Wernli, Employment Manager
PageUp – Let’s Login

My Dashboard
Welcome Mary, this is your Dashboard where you will see all your tasks organized in various stages.

Guidelines / Tips

**Hiring Manager Resources:**
- Hiring Manager User Guide
- How to Add an Applicant:
  - In PageUp
  - Not in PageUp
- Create a Pre-Offer Salary Approval for Direct Appointments
- Travel for Administrative Faculty Interviewees

**Training Resources on the HR Website:**
- Videos on the HR Website
  - PageUp Events and Bookings
  - Creating and Adding Applicants to an Event
  - Search Committee View
  - Creating an Offer
- Enlighten Emails
  - Information and tips on using PageUp

- Job description
  - My position description - Under review
    - Manage position ...
- New job
  - 0 Jobs open
  - 7 Team jobs open
    - New job
- Approvals
  - 0 Jobs awaiting your approval
  - 4 Approved
- Advertisements
  - 0 Advertisements
- Search committee review
  - 4 Jobs requiring panel review
- Interviews
  - 0 Scheduled interviews