Hiring Excellence Workshop

Academic Year 19/20
Activity

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

• What is Hiring Excellence
• Best Practices
• Process
• PageUp
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
JOBS OPENING

OPEN RANK FACULTY GEOLOGY & GEOLOGICAL ENGINEERING

The Opportunity:

The Department of Geology and Geological Engineering at the Colorado School of Mines (Mines) invites applications for a tenure-track or tenured faculty position 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, trans-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 wide range of expertise in the geosciences, geological engineering, or related fields. The successful candidate will have an established track record of, or 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://jobs.mines.edu/posting/113888 for more information.
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

- Not self-identified
  - Female: 3% (2017-2018), 3% (2016-2017)

- Male

- Female
Mines Hiring Excellence Initiative

3y New Hire - Ethnicity distribution

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

Year:
- 2017-2018
- 2016-2017
- 2015-2016

Ethnicity:
- Non-tenure track
- Tenured/tenure-track
Mines Hiring Excellence Initiative

Three-Year Gender Distribution of New Hires

- **FY17 Lawns**
  - Males: 43%
  - Females: 57%

- **FY18 Lawns**
  - Males: 87%
  - Females: 13%

- **FY19 Lawns**
  - Males: 42%
  - Females: 58%

- **FY17 Non-Tenure**
  - Males: 100%
  - Females: 0%

- **FY18 Non-Tenure**
  - Males: 50%
  - Females: 50%

- **FY19 Non-Tenure**
  - Males: 50%
  - Females: 50%
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 Interview

• Positive and candid
• Send interview itinerary
• Divide questions amongst committee members
• Consider who should address what topics
• Include breaks in the schedule
• Share how to be successful in this role
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.
Diversity...it’s simply good business

• Racially diverse teams outperform non-diverse ones by 35%
• Teams with greater gender parity in representation earn 41% more in revenue
• People from different backgrounds have varying ways of looking at problems, thus better ways of solving them

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/
Racial Bias in Hiring – Hire Emily or Lakisha

University of Chicago Graduate School of Business and Massachusetts Institute of Technology by Bertrand and Mullainathan (2002)

- Sent approximately 5000 fictitious resumes in response to 1,300 help wanted ads listed in the Boston Globe and Chicago Tribune

- Manipulated named by assigning “white-sounding names” and “African American-sounding names

- Applicants with white-sounding names are 50% more likely to get an interview
Unconscious Bias – Lab Manager Hire

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

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Summary

- Critical to treat all candidates the same
- Hiring decisions should be based solely on job-related criteria
- Not required to check one additional reference
- Committee-level documentation at all stages
- Plan your messaging to the candidates
- 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