Hiring Excellence Workshop

Academic Year 19/20
What you will learn

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

Share your Mines’ interview experience. What went well and what didn’t?
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

### EDUCATION ABROAD ADVISOR

**The Opportunity:**
The Education Abroad Advisor will be responsible for promoting and coordinating education abroad opportunities for students, including advising students, supporting the Director in program development, and planning and implementing promotional and outreach activities on campus and in the community. The advisor serves as an integral member of the Office of International Education and Engagement and supports all efforts related to international education at Mines. This position reports to the Director of Education Abroad.

**Impact You Will Make:**
- Advise students on opportunities, requirements, and application procedures concerning all Mines sponsored study abroad, exchange, and third-party provider programs.
- Support Education Abroad special projects, programming, and events, as assigned. These projects may include training peer advisors, coordinating events, facilitating marketing and communication, supporting scholarship administration, organizing returnee and alumni programming, updating recommended program lists with departments, liaising with program providers, student life offices and academic departments, or other projects as assigned.
- Stay involved with international education, international risk management, and access and inclusion best practices through meetings, workshops and conference attendance at local, regional and national professional organizations.
- Support guidelines for risk management and emergency response procedures with Mines international office leadership.
- Facilitate the international exchange process from nomination to arrival for both inbound and outbound students.
- Manage the application process, the application software (Terra Dotta) and arrival/departure preparation orientations for exchange students.
- Facilitates campus-wide collaboration with faculty, academic units, and administrative offices to serve as an exchange advocate on campus.

**About Mines and Golden, CO:**
Colorado School of Mines (Mines) is located in picturesque Golden, in the foothills of the Rockies, 15 miles west of Denver and 20 miles south of Boulder. Mines produces industry-ready scientists and engineers known for their work ethic, problem-solving ability and teamwork focus. Mines graduates are in great demand by companies and government entities around the world and are involved in solving major technical and societal challenges of our times.

**How To Apply:**
Hiring Excellence and Best Practices at Mines
Hiring Excellence

- Aligns searches with Mines@150
- Statement of Contributions to Diversity and Inclusion
- Use of HR approved criteria
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>
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<tbody>
<tr>
<td>Non Tenure-track</td>
<td>4% 3%</td>
<td>57% 79%</td>
<td>18%</td>
</tr>
<tr>
<td>Tenure track</td>
<td>3% 3%</td>
<td>79% 83%</td>
<td>18% 14%</td>
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2017-2018 | 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

- 2017-2018
- 2016-2017
- 2015-2016
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
- Key piece to structured interview

“Tell me about a time”
“Walk me through”
“Describe a situation”
Activity

Behavioral Based Interviews
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.
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

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Unconscious Bias – Lab Manager Hire

“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

1. Broaden the applicant pool
2. Diverse committee
3. Well defined time-line
4. Use of approved scoring criteria
5. Concierge-level service
6. Interview packet
7. Involvement at all stages
Search Process Overview & Legal Requirements
Importance of Documentation

- Pass/fail
- Set Criteria
- Interview questions
- Candidate schedules
- Why each candidate does NOT move forward

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<tr>
<th>Teaching, Curriculum</th>
<th>Evidence of curriculum programming and renewal, re-design of curriculum and teaching activities</th>
<th>Evidence of/potential for contributing to innovation in teaching and learning in the department and/or campus at large.</th>
<th>Evidence of/teacher competence, refining instruction sequence</th>
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Compliance

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

Search committee confidentiality

All discussions and documentation subject to discovery
Summary

• Critical to treat all candidates the same
• Hiring decisions should be based solely on job-related criteria
• Plan your messaging to the candidates
• Committee-level documentation at all stages
• HR is here to help!
Value of PageUp

- Immediate access to applicants
- Communication with applicants
- Scoring reports
- Interview scheduling
- Repository of information
- Talent pool
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.

Job description
My position description - Under review

New job
0 Jobs open
7 Team jobs open

Approvals
0 Jobs awaiting your approval
4 Approved

Advertisements
0 Advertisements

Search committee review
4 Jobs requiring panel review

Interviews
0 Scheduled interviews

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