

# Hiring Excellence Workshop

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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?

# 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](https://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*

# Employer Branding



## JOB OPENING EDUCATION ABROAD ADVISOR

<b>The Opportunity:</b>	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.
<b>Impact You Will Make:</b>	<ul style="list-style-type: none"><li>• Advise students on opportunities, requirements, and application procedures concerning all Mines sponsored study abroad, exchange, and third-party provider programs.</li><li>• 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.</li><li>• 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.</li><li>• Support guidelines for risk management and emergency response procedures with Mines international office leadership.</li><li>• Facilitate the international exchange process from nomination to arrival for both inbound and outbound students.</li><li>• Manage the application process, the application software (Terra Dotta) and arrival/departure preparation orientations for exchange students.</li><li>• Facilitates campus-wide collaboration with faculty, academic units, and administrative offices to serve as an exchange advocate on campus.</li></ul>
<b>About Mines and Golden, CO:</b>	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.

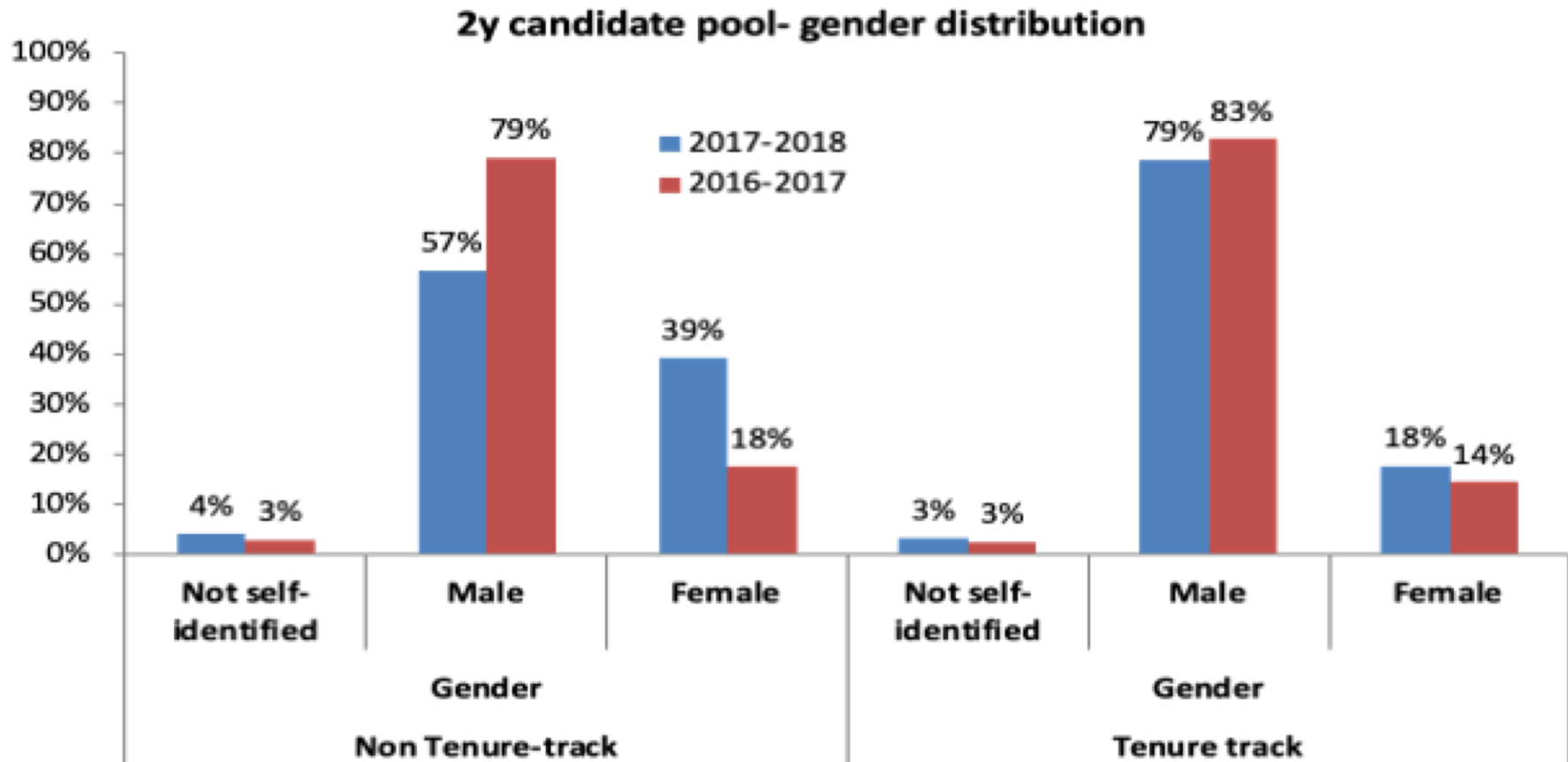
**How To Apply:** See <https://jobs.mines.edu/en-us/listing/> for the complete job posting. Deadline to apply is July 9, 2019.

# Hiring Excellence and Best Practices at Mines

# Hiring Excellence

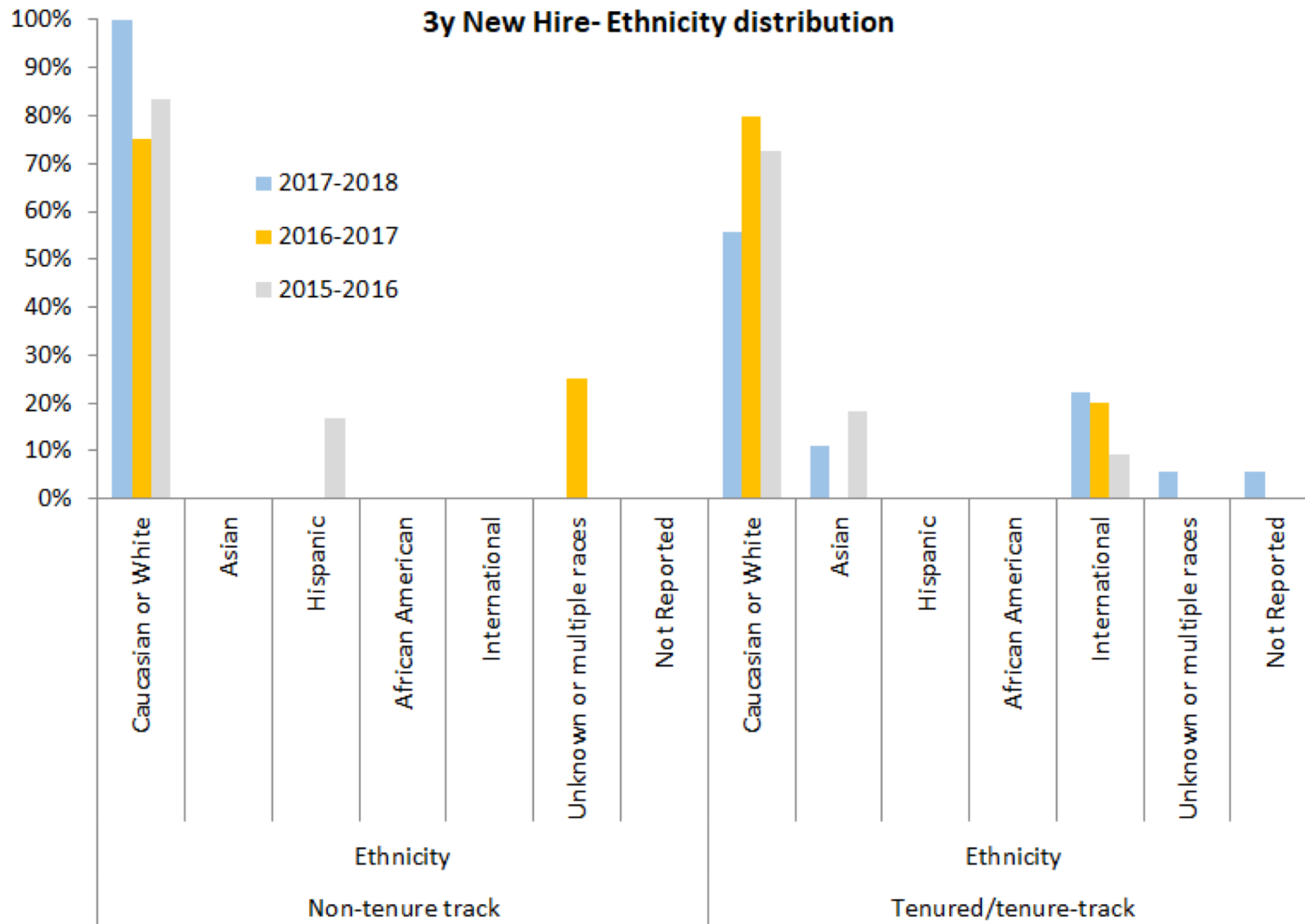
- Aligns searches with Mines@150
- Statement of Contributions to Diversity and Inclusion
- Use of HR approved criteria

# Mines Hiring Excellence Initiative





# Mines Hiring Excellence Initiative



# 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

# 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.

# 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

Source: McKinsey (2018), "Delivering Through Diversity"; S. Page (2008), The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies

# 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://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)

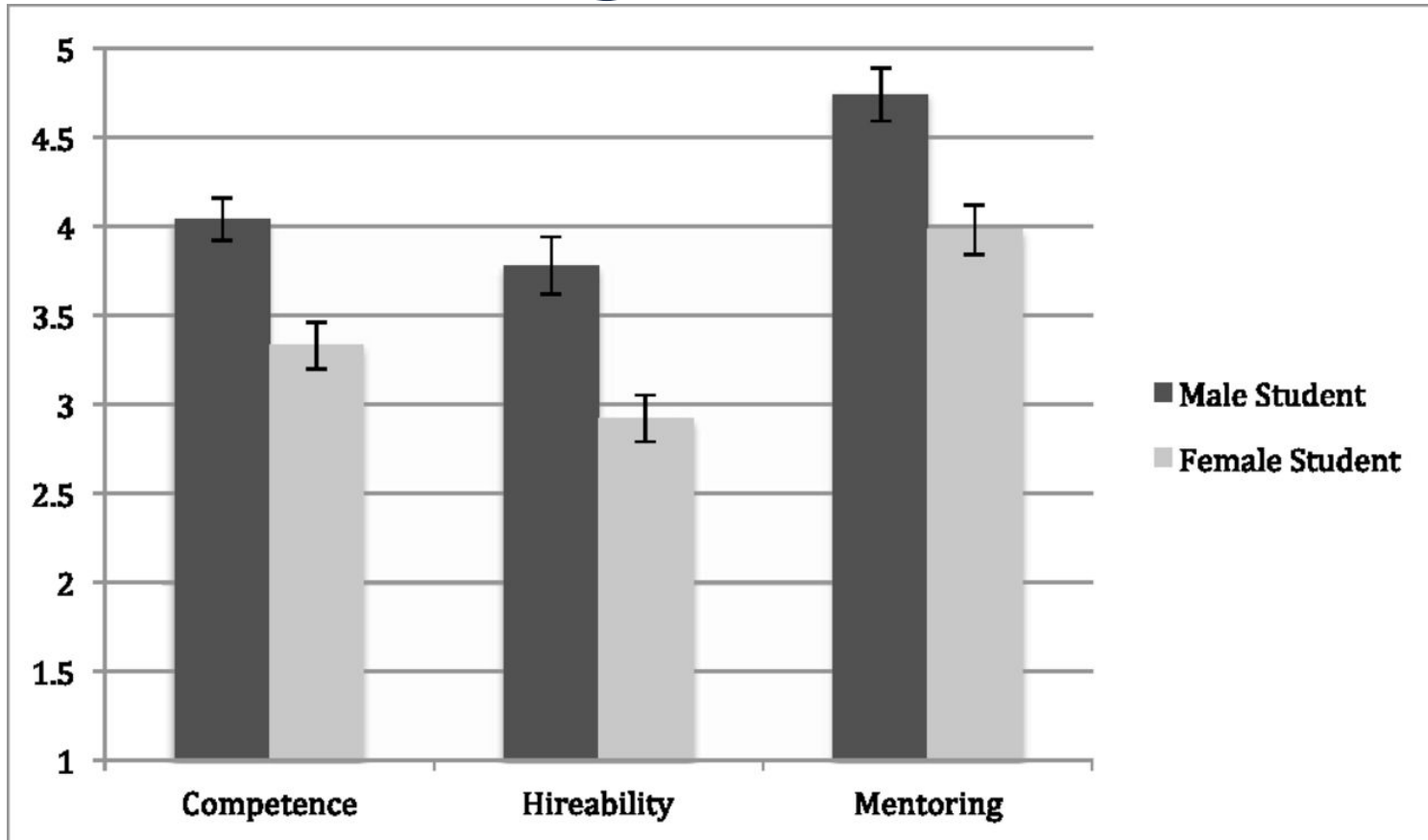
- Sent approximately 5000 fictitious resumes in response to 1,300 help wanted ads listed in the Boston Globe and Chicago Tribune
- Manipulated names by assigning “white-sounding names” and “African American-sounding names”
- Applicants with white-sounding names are 50% more likely to get an interview

# Unconscious Bias

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# Unconscious Bias – Lab Manager Hire



Corinne A. Moss-Racusin et al. PNAS 2012;109:41:16474-16479

# Imposter Syndrome

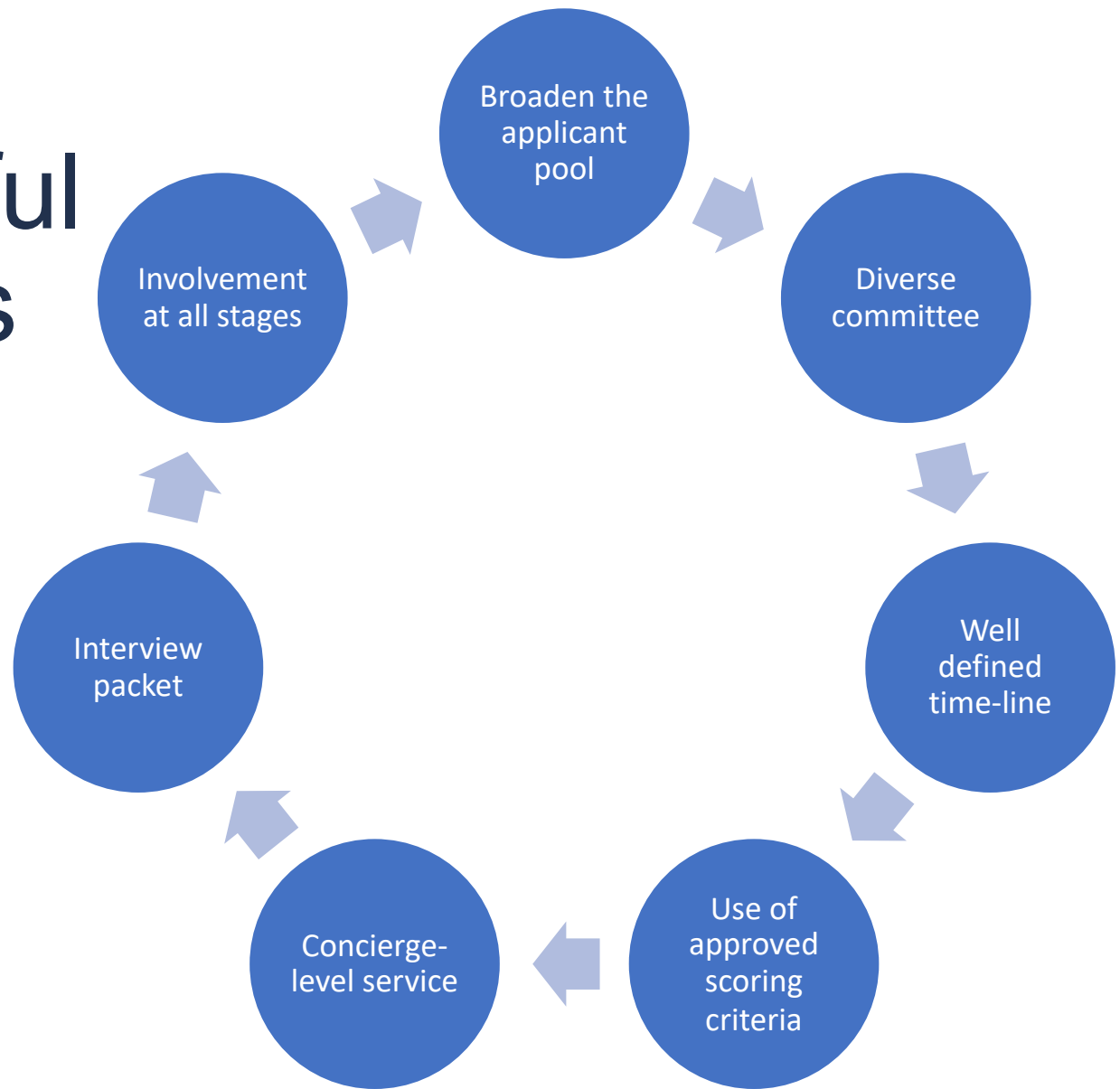
“Impostor syndrome is a concept describing individuals who are marked by an **inability to internalize their accomplishments** and a persistent **fear of being exposed as a ‘fraud’.**”

-Clances & Imes (1978)



Istock.com

# Successful Searches



# Search Process Overview & Legal Requirements



# Importance of Documentation

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

Teaching, Curriculum			
	5	5	
	Evidence of curriculum programming and renewal, re-design of curriculum and teaching activities	Evidence of/potential for contributing to innovation in teaching and learning in the department and/or campus at large.	Evidence of/potential for contributing to innovation in teaching and learning in the department and/or campus at large.

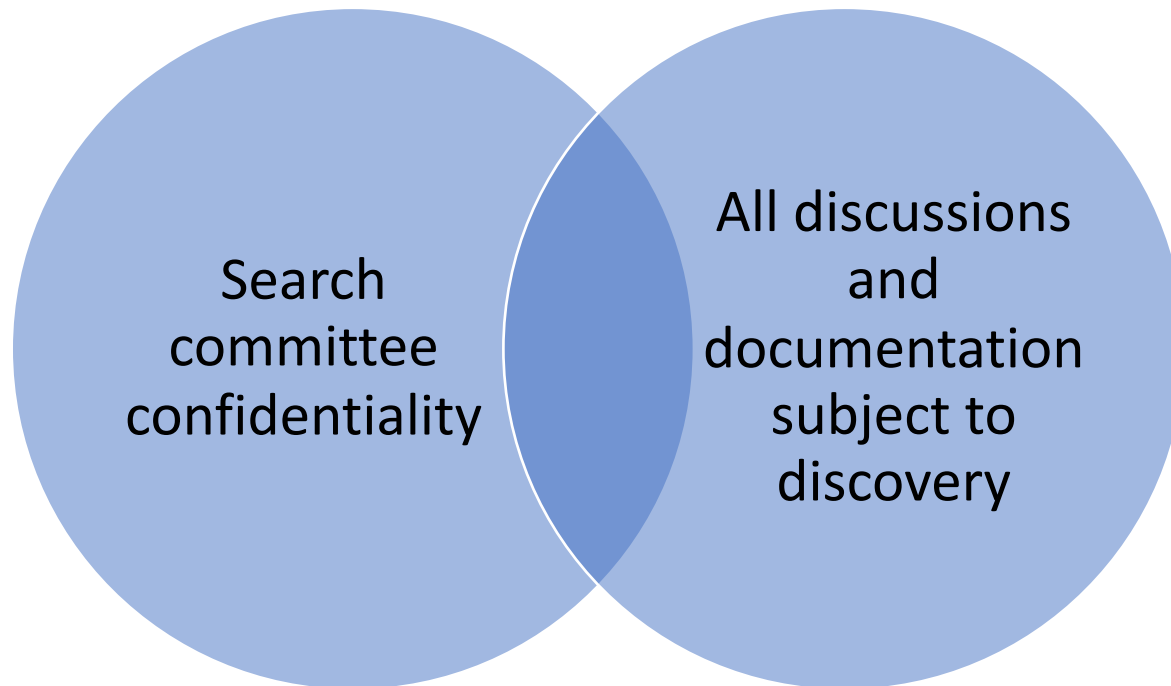
# Compliance

Affirmative Action

Equal Employment  
Opportunity

OFCCP/Federal  
Contractor Status

# Confidentiality and 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



JobsPeopleReportsRecent items ▾Mary ▾

## 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


[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

### 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