Interviewing tips for Search Committee members:

Before the interview:

- Give some thought as to who should be part of your hiring committee: Knowledge about the role and/or about the field, and future collaborations with the new hire are some of the things to consider.
- The committee should include members of different seniority levels, genders, and backgrounds if possible. We like to see diversity and so do the applicants.
- The committee members should stay the same throughout all interviews and the questions should be comparable/ equivalent for all candidates. Follow up questions will naturally be different in each case.
- If it is imperative that candidates be U.S citizens or green card holders to be considered for the role, then you should make this a requirement in the posting, and also ask that question in your first Zoom/Google Meet/phone call. If citizenship/residency is not a hard requirement, please wait until you have a verbal acceptance from a specific candidate to ask: "Are you legally able to work in the U.S or would you need visa sponsorship now or in the future?"
- Consider any challenges for previous/current employees in similar roles and address them in the interview questions (ie. lack of initiative to work independently; resistance to complete travel as required by the role and as advertised). Make sure all committee members get a chance to review and add to the interview questions.

For the Review of applications through Avature, our Applicant Tracking System:

- While the ad remains posted, it is your responsibility to consider every application.
- Keep up with the review of applications and ask cireshr@colorado.edu to discontinue the advertisement if you know you have many qualified candidates and you don't want to continue to review further applications.
- You should not arbitrarily stop reviewing applications just because you have seen enough strong candidates already. Put the posting on hold, go through interviews, and you will have the chance to easily resume advertising if needed.
- Keep your own Excel/ Google doc notes for each candidate. The University of Colorado Central HR Department requires that all Hiring supervisors give a specific reason of why each candidate is not advancing to the next round of interviews. Justifications include but are not limited to: Does not meet requirements, Not enough experience, Area of expertise not a match, Did not complete application materials, No response, Less Qualified that other applicants overall, Salary issue, More competitive finalist selected, Accepted another offer, Will not relocate.

- After a finalist signs an offer letter, you will be asked to communicate with anyone you interviewed. CIRES HR can provide you with a template for such personalized regrets.
- Central HR will send regrets to anyone who applied but was never interviewed.
- CIRES HR will disposition each candidate in the applicant tracking system offering a justification from your own notes in each case. Please keep detailed notes on why each candidate is not advancing to the next stage.

<div align="center">Interview Don'ts:</div>

- Please don't invite more than 3-4 committee members to interviews. It can be intimidating for the candidates.
- Please don't leave your cell phone on or let anything distract you or interrupt your interviews
- Please don't ask the candidate about nationality or citizenship status (marital status, plans for pregnancy or starting a family, where they live, salary wishes or past salary, disabilities, ethnic origin, nationality, religion, political views during the interview)
- Please don't do all the talking. You only will have less than an hour, so listen as much as possible.

<div align="center">Interview Acceptable Questions/ Behavior:</div>

- Introduce everyone in the room, roles, duties and potential relationship to the interviewee
- Ask about preference for communication or supervisory style
- Remember that it is a better idea to hire for aptitude and attitude and train for lack of some specific experience, than to hire based on experience if there are red flags related to professional behavior
- If don't know the answer to a questions from the candidate involving a specific rule or fact about CIRES or about CU (or flexibility on start date, relocation reimbursement, remote work arrangements), tell the candidate you will get back to them and please follow through. You don't have to answer every question on the spot.
- Have a clear understanding of your timeline and inform the candidate of the next steps and that timeline at the end of the in-person/Google Meet/Zoom /Skype interview.
- Highlight our remarkable benefits package offered by CU, which can add a 30-40% value in compensation. Benefits include a 10% retirement contribution from the employer, 22 days of vacation, 10 paid holidays, tuition discounts for the employee and immediate family members, and other valuable perks.

- You should have a clear idea of candidate's availability towards the end of the interview: If you were offered this role, when could you start with us?

Types of Questions:
Your interview should include questions on all 3 categories identified below:

a) Questions about technical ability and knowledge (your team will be the best source of those questions given your expertise in the field)
b) Questions that aim at measuring attitude/professionalism/adaptability (please consult the list of sample questions from CU)
c) Questions that address someone's ability to work with members of the team and commitment to diversity and inclusion (again consult the interview questions list from CU).

Questions for a) should come from knowing in detail what this job entails and from reading the candidate's resume. For example:

1) Tell us about previous research experience: what was the main project you were working on? What stage of the research are you on..?
2) How will your previous experience in a lab/project translate to this new project with CIRES?
3) Have you ever published a scientific paper? Tell us how that came about.
4) Tell us about your experience with different relevant software/climate/data applications that will be relevant in this project.
5) In this role you may be asked to serve as a student trainer/supervisor. What is your supervisory style and would you feel comfortable with such duties?
6) Tell us about a time that you implemented a process-improvement. How did you recognize the need for this improvement and take us through the thought-process of how you implemented that change?
7) I see that you were a graduate student committee member on Project Mosaic. Can you please tell us about your duties?
8) Describe a day at work at your current lab/project/university/company

b) and c) For this section you want to make sure you are hiring a team player. You also want to consider issues such as diversity, adaptability and, of course, ability to work alone and professionalism:

- We work in community settings where there is a wide diversity of culture (CIRES attracts scientists and administrators from all over the world). What does

it mean to be culturally aware/ culturally competent? How do you approach work with teammates from different backgrounds and countries?

- Tell us about a time that you successfully adapted to a culturally different environment?

 - What have you done to support diversity and inclusion in your unit?

 - What do you expect from your teammates and what do you offer to them in terms of professionalism and support? From your supervisor?

 - What is your communication style?

 - Can you please describe what a successful relationship supervisor-supervisee would look like for you?

 - In this position you will often depend on others to get the proper information to you. Sometimes your work will depend on this data. How would you deal with others' tardiness, lack of response or lack of accountability?

 -Can you describe the professional environment in which you will be most successful?

 --Knowing what you know about CIRES today, why do you think you would contribute to this organization? To GSL, PSL, SWPC, GML, NSIDC, CSL, Earth Lab, NCEI, to a specific Research Lab?

- Have you ever made a mistake at work, EVER? (for evaluating a candidate's sense of humor!!!)

For any questions on Hiring, please email cireshr@colorado.edu and we will be delighted to help you.

For questions regarding Diversity and Inclusion, please email our Director of D&I at Susan.Sullivan@colorado.edu

Your CIRES HR team