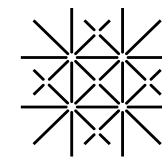




NCCR  
Molecular Systems  
Engineering

zentrum **gender** studies



Universität  
Basel

# Recruitment

NCCR MSE Presentation Zoom Lunch

September 14, 2022

Håla Helmy



# Why this meeting?

- As part of our EO program and based on the research of Gender & Science done in our NCCR MSE and the results of the questionnaire we found out
  - Different recruitment methods
  - Need for clear processes and criteria for those involved
  - Big risk of unconscious biases
- Also
  - Consequences of a right versus a mediocre choice of candidates are enormous
  - Reflection of preparatory work and processes

# Goal of this presentation

- Gain a general and common understanding of the recruitment process from the employer's and applicant's perspective
- Develop and discuss a best practice of fair, clear and transparent recruitment procedures
- Further heterogeneity and capture the best talents
- Particular focus
  - on job advertisements and their wording
  - prepare and structure the interview process
  - Biases to avoid

# Recruitment process - Definition

- **Recruitment** refers to the overall process of identifying, sourcing, screening, shortlisting, and interviewing candidates for jobs within an organization.
- Managers, human resource generalists, recruitment specialists, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process.
- Internet-based technologies which support all aspects of recruitment have become widespread, including the use of artificial intelligence (AI).

# Purpose of recruitment - from the institution's perspective

- **Attract, recruit and engage right people**
  - With the right skills set who will
    - Support the aspired organization's culture
    - Contribute to the institution's goals
    - At optimum cost

# Purpose of recruitment - from the institution's perspective

## Also

- Begin identifying and preparing potential talents for internal development
- Create a talent pool of candidates to enable the selection of best candidates for the whole organization (at optimum cost)
- Meet the organization's lawful and social commitments with respect to the synthesis of its workforce
- Build positive impression of the recruitment process and the institution (PR)
- Streamline the whole recruitment process
- Evaluate the effectiveness of various recruiting techniques

# Purpose of recruitment - from the applicant's perspective

- Present oneself
- Get more information on the job and the institution
- Get the job

## Also

- Test presentation skills, effect and market value

# Preparatory work on the institution's side

Determine current and future requirements of the organization in conjunction with its personnel planning and job analysis activities

- Selection criteria according to personnel strategy
- Possible future development possibilities of the position
- Help decrease opportunity costs by ensuring the likelihood that once employed candidates will stay with the institution for more than three years (not over- or underqualified, candidate's goals fit with institution's goals, etc.)
- Salary for the job opening
- Get feedback/support of EO officer or your HR lead
- Publish job ad/finalise job description
- Decide who from the team should be involved in the process and how



# Where to find your talent

- Institutional website and related websites
- Internet job portals
- News papers
- Social media - LinkedIn, Facebook
- Personal recommendations
- Spontaneous applications without ads
- Job fairs, conferences
- ...

# Job ad - what are wordings/descriptions in a job ad that would attract you?

- Responsibility?      Commitment?
- Achievement?      Drive?
- Analytical?      Collaboration?
- Decisions?      Support?
- Workforce?      Teamwork?
  
- What else?

## Job ad - statistics

- Men apply to job ads when they cover 50 and more % of the requirements
  - Women apply when they cover 80 or more % of the requirements
- The wording of the ad needs to heed above statistic and level out the requirements accordingly, i.e. use a healthy percentage of 'it' words proven to attract women, such as **collaborate**, **responsible** and **support**

# Job ads

## Top 10 feminine words used in tech job postings:

- support
- share
- responsible
- understand (or understanding)
- together
- committed
- interpersonal
- feel
- collaborate (or collaboration)
- connect

## Top 10 masculine biased words used in tech job postings:

- strong
- drive
- lead
- analysis
- analytical
- driving
- individuals
- proven
- workforce
- decisions

## PhD Student in Plant Ecology & Tree Physiology

100% / Start Date: February 2023

The research group "Physiological Plant Ecology" of the Department of Environmental Sciences at the University of Basel investigates the processes in plants that determine how plants operate in the context of their environment and to reveal how plants shape the functioning of terrestrial ecosystems. The open position is within the newly funded SNF project FORDROUGHT, where we seek to understand the drought vulnerability and acclimation potential of temperate European tree species. The project is situated at the Swiss Canopy Crane II research site, where a large-scale and long-term throughfall manipulation experiment is being installed (<https://ppe.duw.unibas.ch/en/scii/>).

### Your position

The key objectives of the advertised PhD project is to understand the physiological, anatomical and morphological responses of mature trees to experimentally induced water limitation. Your tasks will be to assess in the field how key ecophysiological processes (e.g. stomatal conductance, photosynthesis, water potential, osmotic adjustment), anatomical traits (e.g. vessel diameter, cell size), as well as morphological characteristics (e.g. leaf area, leaf size) respond to the experimental treatments. You will further use state-of-the-art statistical tools and models to analyze these data to understand the potential of the different tree species to resist against or acclimate to changes in hydroclimate.

### Your profile

We are looking for a dynamic, reliable, and motivated student with M.Sc./Diploma in biology, ecology, forestry, geography or related disciplines. Strong interest in process-oriented research in plant physiology and plant ecology and hands-on experience with ecophysiological instruments, field work and data analysis are beneficial. You need to feel comfortable to work in the gondola of the Swiss Canopy Crane II, 35 m above the ground. A driver license valid in Europe is required. Teamwork within the group and project partners requires advanced spoken and written English language skills.

### We offer you

The research will be carried out within a 4-year project starting in early spring of 2023. We offer an interesting position in an international, interdisciplinary research environment at the University of Basel. Salary and social benefits are provided according to University of Basel rules.

### Application / Contact

We accept online applications only. Please use the link below to access the online application form. Please submit a letter of motivation, a CV, a documentation of academic degree and contact information of three referees. Application deadline is October 2nd 2022. Further information can be obtained from Prof. Dr. Ansgar Kahmen ([ansgar.kahmen@unibas.ch](mailto:ansgar.kahmen@unibas.ch)).

APPLY

Simple job title

Describe the institution

Ideal candidate

Additional benefits of joining this institution, department, team, ...

# Methods in the recruitment process

- Analysis of application documents and reference letters – get help from your team, EO officer, HR lead
- Structured interviews (actual meetings, telephone interviews/Zoom or other programs)
- Get personal references
- Personnel questionnaires, personality tests, online tests
- Work samples/publication lists
- Individual and group assessments
- (Graphological reports)

# Structure of a job interview

1. Initial contact phase and explanation of interview procedure
2. Clarify motivations
3. Give preliminary information on institution and job
4. Interview phase
5. Additional information and discussion on the job and requirements, incl. questions of the candidate
6. Next steps and end of the interview
7. Analysis of interview and follow-up activities

## **Decide beforehand:**

- Request preparation of a presentation or short lecture
- Give a homework
- Who should be part of the interview process – Interview? Feedback?
- How will you communicate the new recruitment to your team
- How do you welcome newcomers to your team

# Goals of the interview

- To get to know each other
- Understand motivation of the applicant for the job
- Confirm impression received from the application docs about competencies and personality
- Get further information on application, e.g. technical/social skills, special qualifications, behaviour/examples of behaviour in special situations (under stress)
- Understand further potential and interests of the candidate
- Fit in salary expectations



# Question techniques

- **Recommended questions**

- Open questions – can't be answered with 'yes' or 'no' and are neutral as they avoid a bias from the side of the interviewer
- Situational questions – give more insight into the competencies, reactions, behaviour and values of a candidate

- **Critical questions** — *could alienate applicant and taint the interview's atmosphere*

- Argumentative questions, e.g. has your not completed education had an influence on your professional development?
- Provocative/confrontational questions, e.g. looking at your work history, how long do you think you will stay with us?

# Questions that are not allowed

- Family planning/pregnancy
- Confession/political or labour union connections
- Disabilities/illnesses
- Debts
- Criminal record

## Except for

- Obvious relevance to the position
- Legal requirements, e.g. certificate of good conduct

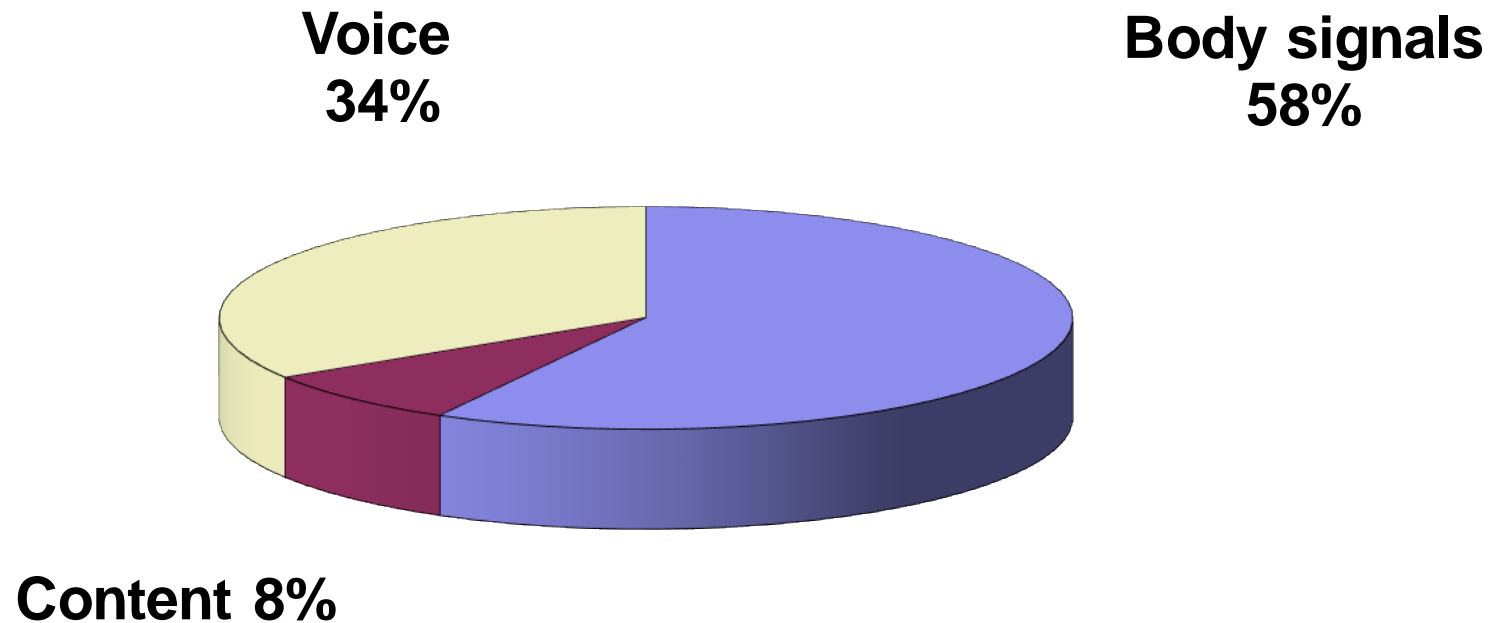
# Possible interviewer's biases

- Stereotyping
- Inconsistency in questioning
- First impression
- Halo effect
- Horn effect
- Non-verbal bias
- Contrast effect
- Similar-to-me
- Central tendency

# Verbal and non-verbal communication

**You cannot not communicate!**

*Paul Wazlawick*



# Further considerations

- Different generations – employer and applicants
  - The Lost Generation — born 1883-1900. ...
  - The Greatest Generation — born 1901-1924. ...
  - The Silent Generation — born 1925-1945. ...
  - Baby Boomer Generation — born 1946-1964. ...
  - Generation X — born 1965-1980. ...
  - Generation Y — born 1981-1996. ...
  - Generation Z — born 1997-2012. ...
  - Generation Alpha — born 2013-2025
  
- Different values, attitudes, requirements, expectations, wishes

# Ways to avoid interviewer bias in your selection process

1. Use an interview guide
2. Use standardized questions
3. Take notes as you go
4. Grade candidates on a rubric
5. Make use of test assignments
6. Have multiple people interview candidates
7. Reduce the chit-chat in an interview
8. Leave politics out of it
9. Don't use (only) your "gut"
10. Recruit from a wide variety of places
11. Build a diverse shortlist
12. Consider also cultural implications!

# After the interview

- Evaluation of interviews and test results
- Comparison of candidates
- Further questions, tests, assessments, references for a qualified selection needed?
- Don't forget to write rejection letters to the candidates who didn't get the job

## Final slide

- Presentation will be sent to you
- Additionally a recruitment guide will be sent to you for your reference
- I'll be very happy to support you during any of the recruitment phases

**THANK YOU FOR YOUR ATTENTION!**



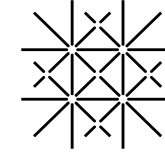
# Discussion ...





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**Thank you for your attention!**

