CPD 15 Academic Leadership Skills 7

How to be an Appointment Panel Member and Chair

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- Recruitment Process
- E&D
- Panel Selection
- Questions + Follow Up
- Scoring + Decision Making
- Offer and Feedback

Interview is to select an academic possibly for decades.

Excellence Critical
Do not appoint just to fill the position

Interview process indicates to the candidate the culture of the University/School and what will be expected of them.

RECRUITMENT AND INTERVIEW – DOES THE PERSON FIT THE JOB SPECIFICATION ?

Excellent track record in journal publications.   **CV , h-index, REF OK ?, and Interview**   R

Proven record in physics/XXXX research. **CV, Open Presentation, Interview** R

Proven record contributing to national and international scientific committees. **CV** R

Proven record of PhD student supervision. **CV, Interview** R

Experience of research collaboration at national and international level. **CV, Interview** R

Capability for developing and leading new research areas, establishing links with industry and other academic researchers, generating funding streams from research councils, European Commission and industry.

VISION – Key to distinguish research leaders. CV, Presentation, Interview
(require a ½ to 1 page research vision and future plan statement in CV or pre-interview)   R

Good communication skills and an ability to foster interdisciplinary collaboration.
Presentation, Interview

R T

Proven ability to lecture to classes and supervise group and individual projects at Masters and undergraduate level. **Presentation, Interview** T

Ability to contribute to the teaching of experimental physics in the undergraduate laboratories.

CV, Presentation, Interview   T
Ability to teach to small tutorial groups**. Presentation, Interview** T

- Advertise
- Long List - get references. Not always necessary.
- Short List
- Get references if candidate agrees.
- Interview + Presentation
- Feedback + Job Offer - get references if selected candidate
   preferred to wait until outcome.

In Physics and Astronomy we have an Academic Appointment Board chaired by a professor of opposite gender to HoS.

This does not make appointments, but reviews the process and advises recruiting managers on best practice.

Appendix A: Unconscious Bias

From the House of Commons Science and Technology Committee, Women in scientific careers, Sixth Report of Session 2013–14:

'Bias against women in recruitment is not solely perpetrated by men. Studies have demonstrated that both men and women can be unconsciously biased towards preferring male candidates in STEM. A 2012 study led by Yale University, in which[127] science faculties from research- intensive universities "were asked to rate the application materials of a student—who was randomly assigned either a male or female name—for a laboratory manager position" showed that "both male and female professors rated the male applicant as significantly more competent and preferable to hire than the (identical) female applicant".[106] The study also found that "they also offered the male applicant a higher starting salary and additional career mentoring support".[107] Similar bias exists in the UK, for example, Bournemouth University highlighted that "in terms of applications for jobs and promotion, when CVs are judged blindly women fare better on average, but when names are included, men have the advantage".[108]'

See also Appendix 3 of
http://www.aura-astronomy.org/diversity/documents/AURA%20Recruitment%20Guide%20-%20Final.pdf

Implicit Association Test

Implicit Home

It is well known that people don't always 'speak the people don't always 'know their minds'. Understand scientific psychology.

This web site presents a method that demonstrates divergences much more convincingly than has been new method is called the Implicit Association Test,

In addition, this site contains various related inform may be greatest if you try at least one test first...

Go to the Demonstrat

Project Implicit Services

Take a Demo Test

Race

Race (Black-White IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most people have an automatic preference for white over black.

Skin-tone

Skin-tone (Light Skin-Dark Skin IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Gender

Gender (Gender-Science IAT). This IAT often reveals a relative link between liberal arts and females and between science and males.

Sexuality

Sexuality (Gay-Straight IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Countries

Countries (UK-United States IAT). This IAT requires the ability to recognise photos of national leaders and other national icons. The results revealed by this test provide a new method of appraising nationalism.

Age

Age (young-old IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that people have automatic preference for young over old.

Weight

Weight (Fat-Thin IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Gender-Science IAT

Your data suggests:
Strong association of Male with Science and Female with Liberal Arts.
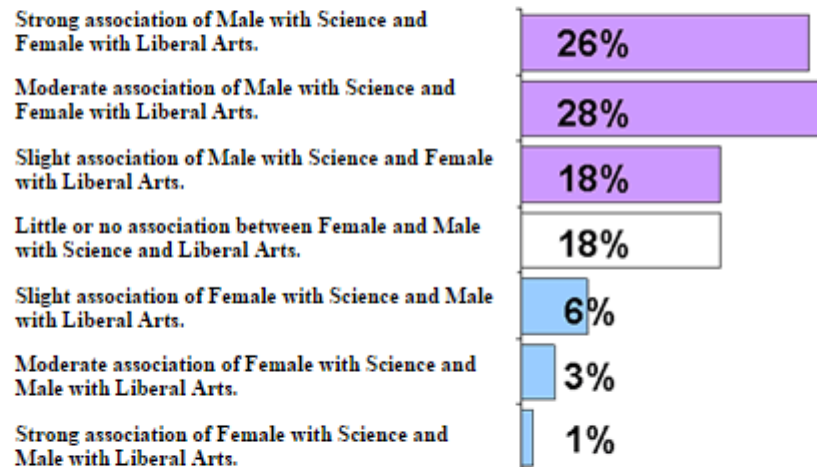
Thank you for your participation.

Most respondents find it easier to associate *Male* with *Science* and *Female* with *Liberal Arts* compared to the reverse.

Many of the questions that you answered on the previous page have been addressed in research over the last 10 years. For example, the order that you performed the response pairing is influential, but procedural corrections largely eliminate that influence as described in the following link: FAQ #1. Each visitor to the site completes the task in a randomized order. If you would like to learn more about the IAT, please visit the following link: Background

You are welcome to try additional demonstration tasks using the following link: Take a Demo Test

We encourage english speaking visitors to register for the research site (english) where you will gain access to studies about more than 100 topics about social groups, personality, pop culture, and more

Percent of web respondents with each score

Strong association of Male with Science and Female with Liberal Arts.	26%
Moderate association of Male with Science and Female with Liberal Arts.	28%
Slight association of Male with Science and Female with Liberal Arts.	18%
Little or no association between Female and Male with Science and Liberal Arts.	18%
Slight association of Female with Science and Male with Liberal Arts.	6%
Moderate association of Female with Science and Male with Liberal Arts.	3%
Strong association of Female with Science and Male with Liberal Arts.	1%

Click here for detailed summary

PANEL COMPOSITION

Lecturer/Senior Lecturer/Reader

Head of School (Chair)
Director of Research and/or REF Coordinator
Director of Teaching
Head of Relevant Group
Professor /Reader/SL from relevant area
Professor from another School – normally same Faculty

**Gender balance and check balance across the School
Remember – this is a University/School appointment
                and post is both teaching and research.**

Professor

VP and Dean (Chair)
Head of School
Director of Teaching
Director of Research and/or REF Coordinator
Head of Group
Professor from relevant area
Professor from another University (external assessor)
Professor from another Faculty

Subject: Academic Interview

Dear XXXXX,

Ahead of your interview on Friday, this email is to give you guidance on the
process.

On Thursday, you will give a 25 minute research presentation to all staff in the
School. There will be a five minute question session at the end. This should be at
a level that any physicist can understand. It is useful to start with one slide
that describes your career to date. Can you also include a one slide statement on
teaching and at least one at the end on your research plans for the next few
years.

On Friday you will have a 50 minute interview. It will start with a ten minute
Powerpoint presentation at the start of the interview. Most of the people on the
panel will not have been at the Thursday talks.

The panel talk should consist of,

1 slide summary of your career to date.
1 or 2 slides on your interest and experience at teaching.
Slides describing your research at a level suitable for academics, but with people
who are not expert in your area.
1-2 slides describing your research vision for the next few years.

You are welcome to bring your PC, or a USB stick, or send the talk to YYYYY the
evening beforehand.

I wish you a safe journey and look forward to meeting you later this week.

Best Regards,

ZZZZZZZZZZ

Hiring an academic possibly for decades – take the time to get it right

Presentation	Interviewee
11:00	
11:30	
12:00	
12:30	
14:00	
14:30	
15:00	
15:30	
15:00:00 (23rd June)	

Previous day – 25 + 5
All staff invited,
HoG organises and attends all talks.
Panel members do not unless free to attend all.
(not necessary or sensible for most of
    panel to attend)

On the 8th July the interviews are scheduled thus:

Interview	Interviewee
09:00	
09:50	
10:40	
11:30	
13:00	
13:50	
14:40	
15:30	
16:20	

Panel arrives 30 minutes early for
Pre-discussion
10 min presentation + 40 min
(Professor 10 + 50)

Lunch (delivered to room) in the middle
Keep well fed and watered.

Why so many !   - More to person than CV, if possible give internal PD's interview,
                process allows School to identify possible fellowship candidates

INTERVIEW – Q. WHAT QUESTIONS ? A. LOOK AT THE JOB SPECIFICATION

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Presentation, Interview

Proven ability to lecture to classes and supervise group and individual projects at Masters and undergraduate level. **Presentation, Interview**

Ability to contribute to the teaching of experimental physics in the undergraduate laboratories.

CV, Presentation, Interview
Ability to teach to small tutorial groups**. Presentation, Interview**

Pre-meeting - Start 20-30 minutes ahead of first interview

- Chair takes the panel through the recruitment process – why a job in this area ?
- Need for confidentiality
- How candidates were dealt with up to the interview
(# applications, short-listing, candidates have given a talk and had a
chance to meet staff…)
- Importance that there will be no discussion on candidates, and their performance
  until the end.

Decide on questions and batting order.

Chair – why do you want the job and why Manchester ?
Prof from area - Research question specific to area. Test knowledge of area.
Teaching – check commitment to teaching,
        answer a specific question asked by a student in a tutorial.
HOG – how would fit and link into group. Specific to strategic reason for this post.
External - View on PGR supervision, outreach and impact.
DoR – Probe research vision , what would the title be of your first grant application?
      What is you best paper ? Why ?
Chair Sweep Up – check integrity ?
        Any candidate specific question due to unclear point in CV e.g. correct address. Take care.
        What questions do you have for the panel ?
        Are you happy with the process ?
        Contact details and, when the result will be known, feedback.

KEEP TO ORDER AND QUESTIONS – ADAPT TO CANDIDATE ONLY IF SPECIFIC REASON
FOLLOW UP TO ENSURE THE CANDIDATE'S VIEW/ANSWER IS CLEAR.

CAN PROMPT QUESTIONS WITH A SHEET SENT OUT BY EMAIL TO PANEL
PRIOR TO INTERVIEW BY CHAIR – detail areas and job spec and invite questions

INTERVIEW ITSELF

- Welcome candidate.
  Make sure they have a glass of water
  Help them set up presentation.

- Introduce to panel members

- Go through agreed questions

- Thank them and indicate when feedback will be given

Polite and courteous throughout.

DECISION TIME

This is where it can go seriously wrong…………

Round table discussion no structure ?   NO – why ?
Discuss each candidate in turn around table ? NO – why ?

DECISION TIME

How to avoid panel bias and the underlying status of panel members ?

No discussion until candidates are ranked by each panel member individually.
Use a white board to collate the results. 1 (High) , 2, 3 ……NA

Identify those candidates that are not appointable and remove.
Brief discussion led by chair on why they are not suitable.

Concentrate on the remaining candidates.
Possible outcomes….

1) Clear number one. Agree why this happened.
    Get the ranking of rest – may need them if #1 declines.
2) No clear winner. Score using the ranking and then order.
3) Discuss clear instances when one person has ranked high/low and rest of
    panel has a different view.

Bring in feedback from other staff to presentations on previous day.
HoG can do this. Nobody else should be aware of this until this point.
Look at references

4) Agree on final ranking after the discussion – led by Chair
    This process is both faster, fair, avoids bias, less likely to cause upset amongst panel.

5) Not that impressed with the candidates even if possibly OK ? Readvertise.

Who	1	2	3	4
Prof Ext (HoS)	A	B	: C	:: D
Prof Area	A	C =	= B	:: D
Prof Ext	A	C	: B	:: D
DoR	B	A	C	:: D
DoT	A	B	: C	:: D
HoG	A	B	C	:: D
HoS	B	A	C	:: D

:: definitely not appointable
: possibly not appointable

D not ready.
A and B appointable
C Offer a 5 year fellowship

A scores 9/7 = 1.3
B scores 14/7 = 2.0
C scores 19/7 = 2.7
D scores 28/7 = 4.0 but strong NA from all

Have had case when only score gave overall ranking – superb field of candidates but still clear #1

FEEDBACK

- Verbal and by phone for unsuccessful candidates.

- Successful – by phone initially.

  Period of negotiation……….

  Clearly spell out the offer by email making clear
  salary, start date, etc. and that it will require approval by Dean
  and only HR can issue contracts.
  Spell out teaching duties (ramp-up) and NAP requirement.

  Point to University Pay Scale, Relocation Policy, Pension Website
  Do not give pension advice.

  Email is not a contract, but agreement on salary etc. between
  person and HoS.   "Heads of Terms"

  When HOT agreed – go to Dean for approval. Then complete
  paperwork for HR.

  This stage can take a long time for many potential academic staff.