
Hiring and/or Admissions Policies for University/Organization - IRIS/UNAVCO+ Pod

This is what was found by IRIS/UNAVCO+ Pod on Hiring Policies, as well as what the pod would propose to change and improve.

UNAVCO

- **What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available²?**

UNAVCO is an equal opportunity/equal access/affirmative action employer. Our long-term success depends on the development of a forward-looking, diversified workforce. UNAVCO values diverse perspectives and backgrounds in all positions within the organization and is fully committed to achieving a diverse workforce and complies with all Federal and State laws, and regulations regarding nondiscrimination and affirmative action. UNAVCO encourages applications from candidates who are members of historically underrepresented groups. This includes candidates from different socioeconomic backgrounds, candidates with disabilities, candidates with unique life experiences, etc. Women, Veterans, Individuals with Disabilities, and members of the BIPOC and LGBTQIA+ communities are encouraged to apply. All qualified and complete applications will be considered. UNAVCO supports a safe work environment for all staff. As part of our commitment, UNAVCO conducts background checks. We are unable to provide sponsorship for work authorization within the United States.

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The paragraph above is included in all job postings (about midway down the posting). All current postings are here: <https://unavcocareers.silkroad.com/>

- **Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?**
 - Hiring
 - Announcements are sent out to a wide array of national and local job listings as well as put out through email announcements by the hiring manager and other staff. HR staff is actively working to expand ways to make sure the announcements go out more widely than may have been done in the past. (*longer list given below)
 - Internships
 - Announcements are sent out to the UNAVCO community, UNAVCO social media, and other lists common for student internship announcements as appropriate for the different internship programs.

in the position description. Often these criteria are organized into a points-based rubric, but how well defined the point system is varies in quality. The search committee scores are averaged and then the resulting matrix is discussed candidate by candidate to determine the list of people who will be invited to interview. The determination of who to interview is not entirely based on total points but any deviation from taking the top candidates is discussed by the committee and must be agreed on and explained. Committee members are able to change their scores if further discussions with colleagues causes them to reconsider their evaluation.

- All candidates who advance to an interview are asked the same set of questions in the same way.
- All questions/rubrics are reviewed by HR to make sure they are compliant and (hopefully) less prone to introducing bias.
- Actions such as removing names have been considered but currently we do not have the HR staffing to make this happen.
- UNAVCO is working to research other ways to reduce bias in the process.
- Internships
 - All applicants are reviewed using a rubric.
 - The general process is similar to that outlined above in regular hiring except that the interviews are conducted by the internship program manager (RESESS or Geo-Launchpad) or the UNAVCO staff member overseeing the intern (USIP)
- **Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**
 - Hiring
 - Committee is led by the position's future manager. Two-five other staff are also on the committee; some of whom would work closely with the new hire and others from elsewhere in the organization. An HR representative is present throughout the process to ensure consistency and compliance. Committee makes a recommendation to the director and president for the final decision. Usually the recommendation is accepted.
 - Internships
 - Geo-Launchpad and RESESS: Initial screening is done by the internship program manager. A review committee is composed of UNAVCO staff, UNAVCO community members, and internship alumni. Committee members usually read about half of the applications. Final ranking is done through committee discussion and the candidates are offered positions based on that ranking. (note: these internships emphasize research and research prep skills)

- USIP: generally this is done by the UNAVCO staff or manager, who will be overseeing the intern, and perhaps one other staff member. The process followed is similar to that for a regular hire but with fewer people reviewing the applications. (note: this internship is more like a short-term job)
- **Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**
 - Current HR staff are not aware of any external review of our hiring procedures.
 - HR personnel have been actively pursuing professional development to help UNAVCO implement better practices for reducing bias and increasing the potential for a diverse and inclusive workplace
- **Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”⁶?**
 - Hiring
 - Nothing like the above has been implemented. The UNAVCO IDEA committee has discussed this. The only possible exception is that some managers are better at arranging mentoring for new hires than others. Very manager dependant.
 - Internships - depend on the cohort model and include much mentoring for interns and professional development for mentors (many of whom are outside UNAVCO).

IRIS

- **What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available²?**

On each job ad:

IRIS is an Equal Opportunity Employer. We believe a diverse staff makes us a stronger organization. IRIS is committed to hiring people of all ages, races, ethnicities, genders (except where sex is a bona fide occupational qualification), sexual orientation or gender identities, marital status, veteran status, religions and disabilities. All qualified candidates are encouraged to apply.

Recently on the iris.edu website, in the About IRIS section, there is a new page that states IRIS's active efforts for Justice, Equity, Diversity, and Inclusion.

https://www.iris.edu/hq/about_iris/jedi_efforts
<https://ds.iris.edu/message-center/topic/jobs/>

- **Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?**

This has been evolving. IRIS maintains a jobs board and a mailing list that support both IRIS hiring opportunities as well as opportunities in other institutions.

<https://www.iris.edu/hq/employment> and <https://ds.iris.edu/message-center/topic/jobs/>

Further points of outreach include:

1. LinkedIn
2. Indeed
3. ESIP
4. Craig's List
5. Professional Diversity Network
6. HigherEdJobs
7. Inside HigherEd
8. Monster
9. Dice
10. [Hired.com](https://www.hired.com)
11. Crunch board
12. Workplace
13. [Diversity.com](https://www.diversity.com)
14. Twitter

(note that 5, 6, and 7 have been made use of quite recently by Data Services)

- **What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores³/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?**

Requirements for technical jobs almost always entail:

- A four-year degree in Computer Science, Earth Science, or related technical field.
- In addition to the Educational Requirements, a certain number of years of technical experience is expected, depending on the grade of job.
- Typically, IRIS requests a cover letter along with a resume. Applicants are asked to fill out an IRIS Application form if they are being considered for an interview.
- Grades and test scores are not evaluated for tech jobs at IRIS.
- Graduate degrees are looked upon favorably, but are not barriers to application for tech jobs. Years of experience are seen as convertible to graduate degrees in technical fields.
- Letters of recommendation are not required for technical jobs but references are strongly encouraged and are contacted. Letters of recommendation are typically requested for Internship program selection. The internship program makes a point of coaching advisors on writing non-biased letters of recommendation.

As for barriers that could be lowered or removed: the four-year degree requirement should be considered.

- **How are applicants/applications evaluated? Is that process and/or rubric^{4,5} public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?**

Staff Hires:

Applicants are evaluated based on the following factors. These documents are not shared publicly:

1. Their answers to the initial phone screen.
 - a. Do they acknowledge the base level of experience required?
 - b. Do they have salary requirements (and are they out of IRIS's range to consider)?
 - c. Are they legally eligible for employment in the United States?
 - i. They will say Yes if they are a U.S. citizen
 - ii. They can also say yes if they are in the U.S. on a visa.
 - d. Are they willing to relocate to the home office location? (e.g. Seattle for Data Services).
2. A review of the following factors in an interview (explained and scored):
 - a. Skill and Knowledge
 - b. Experience
 - c. Education
 - d. Communication
 - e. Ambition



- f. "Fit"
- g. Overall Assessment
3. Contact with references and getting their assessments of the individual.

Internships and other programs for Young Scientists:

1. An emphasis on learning potential over past successes.
2. Evaluation of letters of recommendation. An active effort is made to coach advisors on how to avoid bias in letters of recommendation.
3. Selection is about 30% on stellar candidates and 70% on accepting promising candidates that nonetheless have less than stellar credentials. The philosophy is that great rewards can be derived from taking risks.

Recommendations for furthering inclusion in hiring considerations:

1. Removal of the 'good fit' interview question or the assessment of 'fit'.
2. Anonymizing names for applicants during the resume screening.
3. Removal of college degree as a requirement, provided that a strong resume can be presented.
4. Create more 'junior' roles to get new talent in the door.
5. Consider whether our 'diversity' is nationally targeted or internationally targeted. IRIS currently turns away many qualified applicants who require a visa sponsorship.

- **Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**

In most IRIS hires, typically the hiring manager selects three to five other employees to be involved in interviews and assessments of prospective employees. One of the interviewers is Director-level. Other selection committee members tend to be manager-level or senior-level employees. Sometimes an HR representative is included. All have direct interaction with applicants in the interview process.

For the President-level position, a special search committee is formed of leading members of IRIS governance. Anyone can submit nominations to this committee for them to be considered for such a position. For Director level positions, a similar type of committee is formed to seek out good candidates, though the interview process typically is conducted by managing staff at the directorate in question as well as by the IRIS President.

- **Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**

To the best of our knowledge, there have been no outside consultants involved in the evaluation of our hiring processes.

- **Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”⁶?**

Such changes have not been discussed for technical roles in IRIS Data Services. However, in IRIS, generally, there is some mentoring that takes place within the department after hire. We are currently beginning a DEI initiative that will involve an assessment of our current culture. This assessment will help us work on areas that need improvement for a more inclusive culture.

Supplementary information

[*Example file of where job postings were sent locally](#)

Below are the sites where UNAVCO applicants say they found the job postings:

- College/campus recruiting
- UNAVall mailing list
- Company website
- Internet job board
- Job fair
- Other source
- Print advertisement
- Radio/TV ad
- Recruiting agency
- CareerBoard.com
- CareerBuilder.com
- College/Universities
- Colorado Job Base
- Colorado Nonprofit Association
- Connecting Colorado
- Dice.com
- Earth Science Women's Network
- Email Listserv
- Employee Referral
- Facebook
- Glassdoor.com
- HigherEdJobs
- Indeed
- InsideHigherEd
- Instagram
- IRIS
- LinkedIn
- Monster.com



- National Society of Black Engineers
- Professional Diversity Network
- Recruiting Agency
- Stack Overflow
- State Careers Site
- Twitter
- UNAVCO Website
- User Group
- ZipRecruiter.com