

Hiring and Getting Hired in the Age of Automated Resume Screening & Behavioral Interviews



Brian Royer – Recruiting Coordinator, HHMI Janelia Research Campus

Laura Lewis-Tuffin – Manager, Cytometry and Cell Imaging Lab, Mayo Clinic Florida

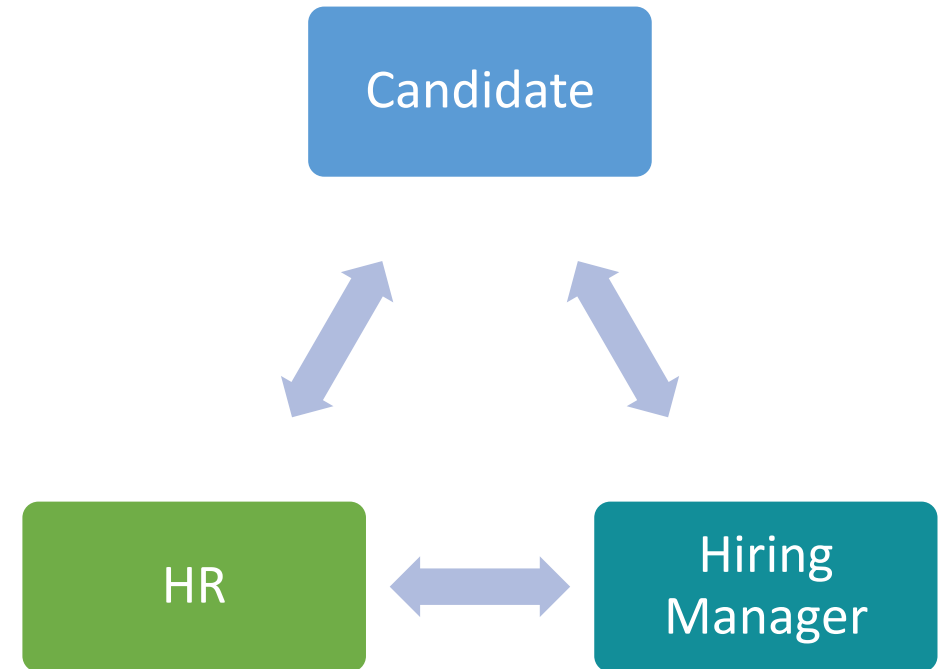
Kym Delventhal – Director, Molecular & Cellular Genomics, HHMI Janelia Research Campus

Tuesday, April 23, 2024

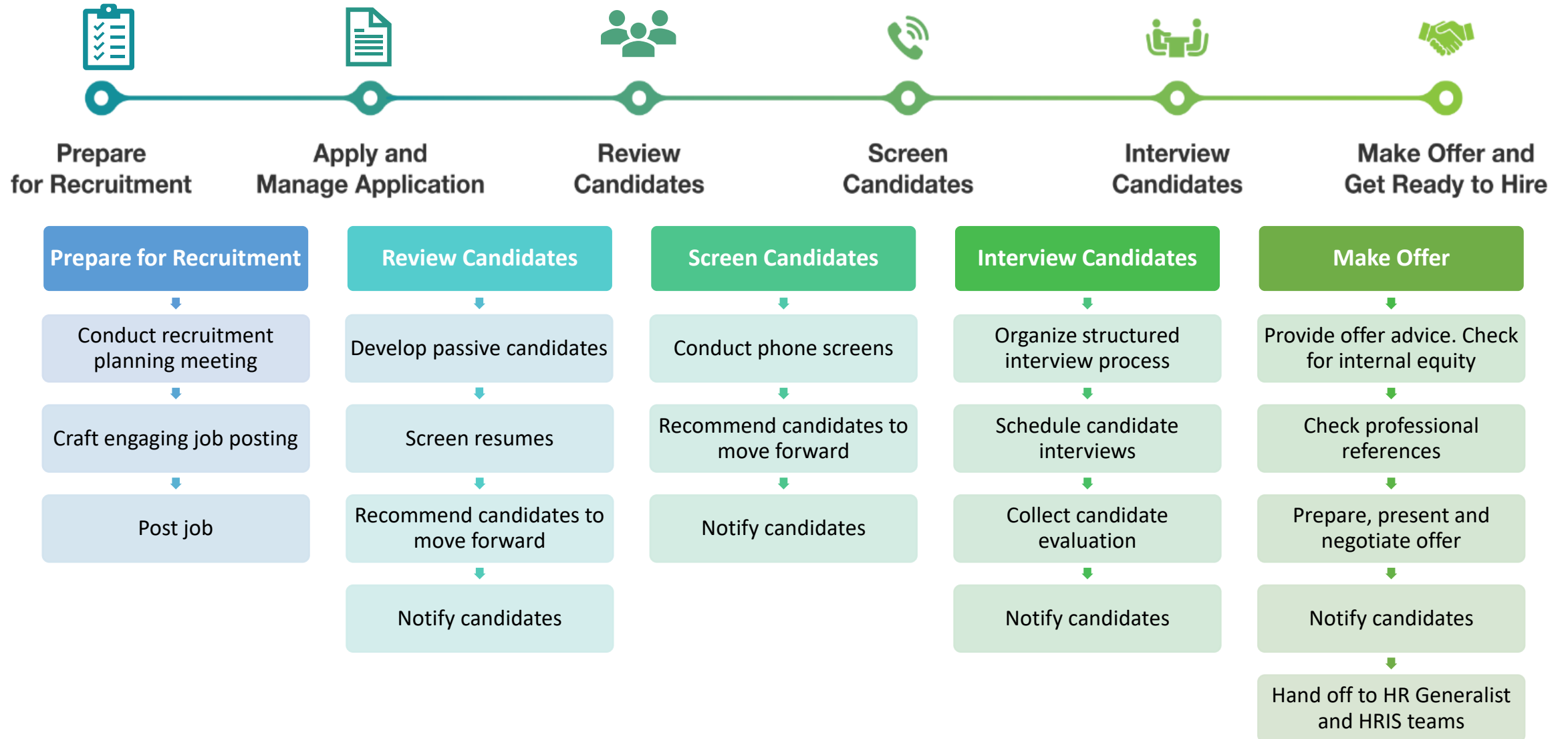
ABRF 2024, Minneapolis, MN

Agenda

1. Multiple Perspectives
2. Recruitment Process
3. Candidate Documents
4. Tips for Interviewing Success
5. Behavior Based Questions
6. Evaluating Candidates



Competitive Recruitment Support





Job Postings, Descriptions – Hiring Manager

- Not always representative
- Not practical to detail everything about the job
- Might be institutional constraints on what can be included
- Helpful for applicants to contact the hiring manager and find out more about the job
 - Helps you tailor application materials





Resume vs. CV: which one?

- Resume
 - Has a standardized format, maximum 1-2 pages.
 - Is a condensed version of applicant's qualifications and experience that are most relevant to the job.
- CV
 - Format and length varies widely but should be kept concise.
 - Comprehensive document showing full range of applicant's professional life.
 - Preferred by employers when job requires expertise in a specific field, such as medical, legal, academic, and science professions.
- In the ABRF context: may not be obvious which one to use.
 - Is it stated in job posting?
 - Academic cores vs. Industry (Sales vs. FAS vs. FSE)



Canva
Free printable resume...

MyPerfectResume
Best Resume Format f...

Enhancv
40+ Professional Res...

BeamJobs
26 Free Resume Tem...

Enhancv
40+ Professional Res...

Canva
social graphic templa...

MyPerfectResume
Best Resume Format ...



- Refresh the format if it has been a few years
- Search for new templates online
- Make multiple versions with different formats to figure out how to display your information best
- Make it visually appealing; no typos!
- Consider a professional headshot
- This document WILL be shared with everyone you interview with

Formatting your CV, Resume



Information on CV or Resume

- Relevant experience for the job you are applying for should be front and center
 - Customize! Make changes to your document as you apply to new roles
- Put the most pertinent and exciting information about you on the first page. This may be the only page the hiring manager views
 - Reverse Chronological order of experience is helpful
- Can include location versus full mailing address
- Use a professional, but personal email address for contact information (NOT crankybeforecoffee@platform.com)



Cover Letters

- Do it! This is your chance to introduce yourself to the hiring manager
- Customize!
 - Look at the job description and connect how your experience meets their needs
 - Highlight your skills and how they will benefit from your skills
- Find templates online to help you build the structure
 - Keep it to one page
- Have a colleague you trust read it and offer suggestions
- Proof-read, be sure there are no typos

Structure of a Cover Letter

The diagram illustrates the structure of a cover letter with six numbered sections, each with a brief description:

- 1. Contact Details**
- 2. The Hiring Manager / Department Information**
- 3. Opening Paragraph**
Make it personal and tailor it for each job application to grab the reader's attention.
- 4. The Body**
Describe what are your major achievements and how will you help them solve their current challenges. Mention why you are the right person for the job
- 5. Closing Paragraph**
- 6. Formal Salutation**

The sample cover letter template includes the following content:

John Doe
Digital Marketer
info.doe@gmail.com | 011-456-7890
New York, USA | john.doe@novoresume.com

To: Elba Solutions ApS
Erлинг Kær, CMO
Frederiksberg, Denmark
erling@elbasolutions.dk
21 August, 2019

Dear Mr. Erling Kær,

The creativity and enthusiasm of My Choice Creative Agency has sparked my enthusiasm to apply and become your next Digital Marketer. My ambitious interest in digital marketing and social media combined with working at your company would be a unique and enriching experience for both parties.

Having spent over 4 years of work experience within the Marketing industry, I have developed strong expertise in customer research, social media activation, project management and content creation.

The main achievements that I had in my previous position, that are highly relevant to your specific role and prove the value that I can add to your team, are:

- Increased the conversion from social users to paying customers from 1,5% to 3,8% in the last year.
- Created over 5 new social media campaigns which increased the engagement (shares and comments) of our users with over 200%.
- Improved the existing strategy to incorporate the latest technological changes to help the organization expand to 3 countries in Northern Europe.
- Researched the differences in consumer behavior for the 3 countries in Northern Europe and created a go-to action plan for each specific one and reached the set post targets in the first 10 months.

In addition to this, my internship in a tech start-up for which I was managing independently the whole digital marketing department gave me the perfect insights into your current targeting challenges for expanding in new countries.

Analyzing the target markets, creating social media content and ads for platforms such as LinkedIn, Facebook and Twitter, as well as applying the right communication strategies were the tasks that I took care of and would highly fit your current needs as I already found 3 new ways of reaching new customers for your company through these platforms.

I succeed at working independently as much as I enjoy mutually sharing creative ideas with other team members. Additionally, I am enthusiastic about analyzing market research as I have an eye for consumer behavior as my previous position has proven.

I will call you next Wednesday in order to follow up on my application at My Choice Creative Agency and arrange an interview.

Sincerely,
John Doe

novoresume.com



Application Portals

- You will likely create multiple login accounts for various companies you apply to
- You might input some of the same information from your documents, but still include your documents
- Make PDF versions of your documents, so they upload with the formatting you expect
 - Can make cover letter and resume/cv all one document so it remains together when uploaded



Applicant Tracking Systems (ATS, i.e. Robot Screeners)

- Not all HR departments use these, but prepare for them so you are not accidentally screened out.
- Use common resume headings like Summary, Work Experience, Education and Skills
- Put the keywords from the job description in your cover letter and CV/resume.
 - For example, if the job description wants “proficiency with Excel and Powerpoint”, don't say “proficient with Microsoft Office products”.
- Limit icons, graphics, tables because ATS cannot understand these.
- Consider your fonts: some are easier for ATS to read than others. For example, Arial, Calibri, or Verdana are easier than THE SERIF HAND BLACK.
 - Use only black color.



What is Hiring Manager looking for in your application materials?

- What are you? (A technician? An administrator? A salesperson?)
- Do you have experience in my industry?
- How senior are you?
- Do you have experience with our tools, equipment?
- Do you have a degree? Industry-specific certifications?
- Are you local?
- Can I afford you? (this question is not answered by your CV/Resume)





Preparing for Interviews – Phone, Zoom, In-Person

- An initial interview with a recruiter will gather your interest, usually by phone
- Expect to be asked about
 - Your salary expectations
 - Your timeline for starting
 - Your general background and why you applied for the role
 - A few technical questions



Preparing for Interviews – Phone, Zoom, In-Person

- Expect Zoom interview at some point in the process
- Have a dedicated location to meet without interruptions
- Have your camera on, think about your background and lighting
- Give yourself some time beforehand to make sure your technology is working as expected
 - Camera, microphone, and speaker tests
- Prepare responses to typical interview questions





Preparing for Interviews – Phone, Zoom, In-Person

- In-person interviews are generally at the final stage of the process
- Review the agenda and the people you will be meeting with
- Prepare responses to typical interview questions
- Be ready to explain your experiences
 - Have concrete examples in mind
 - Illustrate the outcome of the situation with metrics if possible
 - STAR method (Situation, Task, Action, Result)
- Prepare a list of questions you have



Structured Interview Approach

Structured Interview Guidelines:

- Identify leadership/technical competencies required to do the current job.
- Develop questions that will probe the extent to which the candidate has demonstrated them in previous experiences.
- Ask candidates **the same questions** in the same order and use an **anchored rating scale** to evaluate answers.

This approach helps mitigate bias by focusing questions on job related factors and provides a consistent and more equitable experience to all candidates.

Research has consistently shown that structured interviews yield more accurate and reliable results than an informal, free-flowing interview approach.



Interviewing with Competencies

First, decide which skills you want to assess.

- Job-related Technical experience
- Experimental Design
- Customer Service
- Teaching experience
- Flexibility/Prioritization
- Problem Solving
- Teamwork/Collaboration
- Conflict resolution
- Autonomy
- Communication
- Leadership capabilities
- Time-management skills
- Creativity
- Integrity
- Trustworthiness

Then, develop behavior-based interview questions to assess these skills.



Behavior Based Questions

Behavior-based questions allow interviewers to gather information about what candidates have done in the past to predict how they will act in the future. Past behavior is generally a good predictor of future performance.

Competency	Definition	Standard Interview Question	Behavioral Interview Question
Communicates Effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.	How would you rate your communication skills?	Tell me about a time when you had to communicate the same information to different audiences and had to vary your style for each.
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	Have you collaborated with others on projects in the past?	Tell me about a time when you built strong relationships where none previously existed.



Behavior Based Questions

Ask the candidate to describe a scenario in which they used the skill you are trying to assess

- *Example:* Skill is Conflict Resolution

Provide an example of when you had to say “no” to a group of people, and how this was handled or executed.

- *Example:* Skills are Flexibility, Customer Service

Give an example of when you had to prioritize duties and how you decided to do that.






- *Example:* Skill is Autonomy

How best do you like to interact with others? What kind of environment do you like to work in?



Behavior Based Questions – Follow up probes

Structured follow-up probes are helpful for gaining more insight into a candidate's strength, or experience, on a particular competency.

				
Actions	Thinking	Outcome	Learnings	Application
How did you approach it? How did you do it?	Explain your thinking. Why did you select that approach? Why did you choose to do it that way?	What was the result? What was the impact?	What did you take away from that experience?	Describe a time when you used those lessons in a different situation.



Tips for Interviewing Success

Prepare. Even if you are an experienced interviewer, resist the temptation to “wing it”. Review the job description, candidate resume, interview guide, etc. well in advance.

Budget your Time. Consider the time available to conduct the interview relative to the number of interview participants and competencies to evaluate. Decide well in advance who will assess each competency and why. Leave time at the end for candidate questions.

Stay Neutral and Be Consistent. Listen attentively. Stick to the structured interview as much as possible. Avoid asking non-job-related questions (e.g., family, religion, ethnicity, work authorization, etc.).

Take Notes. Stay engaged with what the candidate is saying and mention you will be taking notes. Key facts and bullet-point observations will keep your recollections fresh. Avoid recording subjective generalizations or impressions.



Interviewing – A Two Way Street

Walking into an interview is nerve-wracking for a candidate but also an incredible opportunity for them to learn about the organization they're interviewing with and the specific role they're interested in. As much as we are interviewing the candidates, they are evaluating us!

Share a realistic expectation of the day to day responsibilities. Help the candidate understand what this role will be responsible for, and how they fit in with the larger team.

Be honest and thoughtful. When sharing opportunities or challenges of the role, be truthful and thoughtful in the feedback you provide. An example: Is the position monotonous, or is it focused on a core set of day to day responsibilities that impact the larger team?

Prepare to speak about your experience. Candidates often ask questions focused around the benefits and challenges of a role, and what you like about working at your institution. Take time to think through your responses to these common questions in advance.



Creating a Positive Candidate Experience

It's a job seeker's market right now, and how we treat candidates can be very impactful on the talent we are able to secure. When you offer an exceptional candidate experience, job seekers talk about it with others and write about it online. This generates positive awareness for both your lab and your institution.

Provide timely feedback. Review resumes and respond to a candidate's application in a timely manner.

Provide a realistic job preview. Provide a prospective employee a realistic view of what the job entails and what the work environment looks like. Share challenges and opportunities.

Share what to expect during the interview process. Share your interview approach, how many rounds of interview can the candidate expect?; who will they be meeting with?; will you be using behavioral interview questions and/or other assessments?; when can they expect to hear back following each step of the process?



After interviewing: Gather *Internal* Feedback

- A number score might be provided, doesn't always give insight
- Follow up with interviewers to get more context about their conversations
- Reach out to everyone who had contact with the candidate
- This is a subjective process, must weigh several viewpoints in your decision-making process



Evaluating Candidates

hhmi | Howard Hughes Medical Institute Candidate Evaluation Form

Date:	Click or tap to enter a date.	Candidate:
Interviewer:		Position:

Complete this form by rating the applicant's qualifications for the below criteria, using this rating scale. / Please provide comments to support your rating and add context.

1	2	3	4
Clearly misses requirements	Less than requirements	Meets requirements	Exceeds requirements

> Candidate experience and prior roles, as it relates to the requirements of the position: Choose an item.

Click or tap here to enter text.

> Required job functional/technical skills (i.e. software programs, PCR, budgeting, etc): Choose an item.

Click or tap here to enter text.

> Skill or Competency #1 assessed during the interview: Click or tap here to enter text.
Rating (scale of 1-4):

Click or tap here to enter text.

> Skill or Competency #2 assessed during the interview (if applicable): Click or tap here to enter text.
Rating (scale of 1-4):

Click or tap here to enter text.

> Department/Lab team alignment (What do they bring/add to the team dynamic): Choose an item.

Click or tap here to enter text.

> How do you overall rate this candidate relative to the standard for this position?
Rating (scale of 1-4):

Click or tap here to enter text.

Be careful of rushing to judgment. Leave enough time after the interview to take stock of your observations and written notes.

The **Candidate Evaluation Form** allows you to capture your overall assessment of the interview with the candidate. The form includes a four-point rating scale for the following categories:

- Experience and prior roles.
- Job functional/technical skills.
- Competencies assessed during the interview.
- Department/Team alignment.
- Overall rating of candidate relative to the position.



After interviewing: Gather *External* Feedback

- Following up with references
- Give open-ended or comparison prompts to get them to talk about the candidate
- Examples
 - On a scale of 1-10 (low to high), how do you rank this person's ability to interact with others?
 - How does this person rank (percentile) compared to others you have worked with in a similar context?
 - What is your impression of their scientific skills, particularly (insert relevant technology)?
 - Would you re-hire this person?
- Helpful if you have contacts in their technology network





Offer Considerations

Things to consider as a hiring manager:

- Candidate salary expectations
- Start Date
- Relocation
- Contingencies (ex: background check, verification of degrees, drug screen)
- Sign on bonuses
- Working arrangement – remote/in-person/hybrid
- Review of candidate's background, education, and years of experience in relation to the job description – how does this align to internal salary range?
- Fair and Equitable Pay - salary ranges are typically created using market data. Compa-Ratio and internal equity of people in similar positions should be considered

Things to consider when deciding to accept an offer:

- Health Benefits Package: medical, dental, vision insurance
- Paid Time Off
- Sick Leave
- Paid Family Leave
- Paid Holidays
- Retirement Contributions
- Educational Assistance
- Additional Benefits: On-site Mental Health & Wellness counselors, fitness classes and gyms, restaurant, apartment and residential living, daycare center, financial counselors, charity groups, activities for families

Thank you



- People and Culture
- Molecular and Cellular Genomics



**MCF Cytometry and Cell
Imaging Laboratory (CCIL)**