Top Ten Strategies for Successful Searches

Tips on Planning Your Recruitment

1. Consider your broader departmental needs.
   - Reflect upon how the hire will advance strategic priorities.
   - Consider teaching and outreach as well as research, including working with varied constituencies and diverse students.
   - Consider areas of research and teaching that are of interest to faculty and students with diverse perspectives.
   - Do not narrowly concentrate on a research specialty in ways that may exclude candidates with broader potentials.

2. Include diverse perspectives in the process.
   - Include search committee members who have a broad understanding of your department, are well-connected, comfortable with debate, and available to participate fully.
   - Include faculty from underrepresented backgrounds, but be careful of overloading minority faculty’s service commitments.
   - Consider setting up an advisory committee to involve varied stakeholders in the process.
   - Coordinate with related programs that may be hiring.

3. Develop a recruitment plan.
   - Plan the process to clarify roles and the steps in the process:
     - Will you solicit further materials later in the process?
     - Will you do screening interviews on the phone?
     - Who will check references?
     - Will the committee review all the applications?
     - Who will approve the finalists, and how will the final decision be made?

Consult the Successful Searches checklists:
http://www.hr.arizona.edu/successful_searches/guide#0040.0010
http://www.hr.arizona.edu/files/successful_search_checklistL.pdf

Tips on Building Your Pool

4. Advertise your strengths, not just your needs.
   - Direct candidates to a webpage.
   - Stress university’s strengths, such as support for interdisciplinarity.
   - Note support for families and domestic partners.
   - Highlight diversity commitments, demographics, and links.
   - Consider requesting references later to allow candidates to maintain confidentiality.
   - Define requirements broadly to include diverse candidates.
   - Distinguish between required and desired qualifications to invite all well qualified candidates.
   - Use listserves, including those for faculty from varied backgrounds.

5. Recruit candidates, don’t just wait for them to apply.
   - Network with directors of graduate and postdoctoral programs and senior faculty, including those from diverse backgrounds.
   - Call people rather than sending emails, which are easy to ignore.
   - Invite faculty to apply because successful faculty are often being successful in their current jobs.
   - Review top journals and departments, winners of awards and major grants, and related collaborators.
   - Attend conference sessions to seek out faculty with diverse perspectives and experiences.
Tips on Reviewing Candidates

6. Reflect on unconscious assumptions.
   - Reflect upon unconscious assumptions, using related research as a guide in assessing letters of reference.
   - Use evidence-based approaches to evaluating candidates.
   - Structure discussions so that all members of the committee can contribute and no individual dominates the deliberations.

7. Base criteria on benchmarks drawn from your strategic goals.
   - All reviews and interviews should be conducted in a consistent fashion using agreed upon criteria.
   - Use your strategic priorities and your job posting to set those criteria.
   - Set specific benchmarks to assess teaching and outreach.
   - Check references, working from a consistent set of questions and allowing time for references to talk about their collaborations.

8. Script your interviews.
   - Align your questions with the qualifications in your ad and your strategic priorities.
   - Include your questions and criteria on sheets for taking notes.
   - Avoid inappropriate questions about personal matters.
   - Be sensitive to cultural differences in conversational styles.
   - Inform your candidates about your departmental strengths, mentoring, and supportive policies such as P&T delays.
   - Allow adequate time for interviews and subsequent deliberations to avoid resorting to stock impressions.
   - Avoid impressionistic judgments by always basing assessments on candidate’s achievements and agreed upon criteria.

Research has shown that a carefully structured, consistent, and criteria-based recruitment process is most equitable because it helps to limit unconscious biases based on gender and other stereotypes. (See ADVANCE Interview Toolkit: http://www.advance.arizona.edu/UA_ADVANCE_Materials/InterviewToolkitFinal.pdf)

Tips on Campus Visits and Ongoing Recruiting

9. Use onsite visits to build connections.
   - Ask candidates about dietary requirements
   - Promote the strengths of your department and the university.
   - Allow time in the visit to learn from your top candidates.
   - Involve diverse constituencies in campus visits.
   - Use a review form to identify the reviewers’ interactions with a candidate to avoid giving credence to impressionistic responses.
   - Highlight commitments to family, domestic partners, and quality of life concerns.

10. Relational recruiting is an ongoing process.
    - Keep track of prospects when reviewing research.
    - Attend sessions on diversity issues at conferences.
    - Use such occasions to build relationships.
    - Invite promising prospects to campus.
    - Build relationships with pipeline programs and departments.

Helpful Resources

For help with these resources and the hiring process in general, contact Christopher Wolf, HR Coordinator for Recruitment.

A Guide to Successful Searches includes a bank of interview questions, letters, and resources on each step in the process: http://www.hr.arizona.edu/guide_to_successful_searches

Advertising venues for job postings are listed here http://www.hr.arizona.edu/adresources

Other relevant Human Resources links:
    - New hire forms and offer letter templates: http://www.hr.arizona.edu/forms
    - Resources for Prospective Employees: http://www.hr.arizona.edu/prospective_employees
      Including, Why choose the University of Arizona? http://www.hr.arizona.edu/about_ua

UA Diversity page: http://www.arizona.edu/diversity
    - UA statistics: http://www.arizona.edu/diversity/statistics-reports