

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.

The University of Arizona aspires to be an exceptional learning environment, a place of possibility, and a destination for the world's best thinkers. Critical to this vision are students, faculty and staff who represent a broad diversity of background, ethnicity, and perspective who find inspiration through their interactions with each other. One of the University's core values is to be a diverse and inclusive community. People are the source of our strength and their different perspectives, backgrounds, and experiences make us stronger.

UA Inclusive Excellence

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.
- Review research on the topic:

http://www.advance.arizona.edu/UA_ADVANCE_Materials/Unconscious%20Bias%20-%20Annotated%20Bibliography.pdf

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.

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

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 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.

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>