

Recruiting and hiring research staff:

Jiri Hulcr – Investment pays off. Modify your worldview and adopt new tech (social media platforms) to extend your reach and recruit the BEST.

JoAnn Davis – Don't neglect due diligence. Treat recruitment like the NFL draft combine (a series of assessments of different kinds of fitness and abilities). Identify exactly what you want (Tight end, QB, O-line) and then write the description that fits THAT position. A lot of time is lost pushing out someone who isn't a great fit or who doesn't improve the team.

Fredy Altpeter – Early scouting is essential. Takes more effort, and time to build a pool of especially strong candidates. Must be intentional. Use networking to your advantage... a trustworthy, reliable network, and use it to identify "special" candidates with knowledge you wouldn't otherwise glean from applications. This includes both research skills and soft (people) skills. Visiting scientists → postdoc as a model.

All:

Brand your notable projects, and build a recruitment campaign around that. It boosts excitement for the project and for potential hires. Take the approach of generating a constant 'gentle' push around your own name and lab. Twitter, etc. to promote your study. Include a link to your position announcement in the tweets.

Pick a few metrics that are most valuable, and don't rely on GRE or CV/application – they're not helpful. Number of pubs, list of hobbies, writing assignment are all good indicators of intellectual effort and creativity. What's the last book you read?

"There's a weak mush of people with neither science nor education skills" – A. Lucky. Ok to focus on the strong area, and offer training opportunities in the weak area.

You're only as good as your worst player. Jo Ann will call and talk to colleagues. Application and reference letters are useless. Rec letters go in the trash, but length of reference letter is an indicator of the perceived quality of the applicant. Gossip is important.

For tech/support-type jobs, must do 2nd interviews to see how your team reacts, how the candidate socializes. Use the lab to help interview. The candidate must fit into the team, and must appeal to the lab. Focus on their attitude, work ethic, the energy they bring to the lab.

'Gut decision – typically know in first 30 seconds whether someone will be a good fit, and use network to confirm' - Valerie ? 'Go to conferences, and interview people there without them knowing they're being interviewed' – Tim Martin. 'Show your job description to the person you would have loved to hire' - Rose Koenig. Your best resources are successful people, your network, and social media.

J1 visa probably better option for international hires – can stay for up to 5 years, and only takes 60-90 days to process. H1B can take \$4k and 6-8 months to process, and you can only stay 3 years. Start your hire early.