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Best Practices and Strategies in Hiring Research Administrators

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Why are you attending this session and what do you want to get out of it?

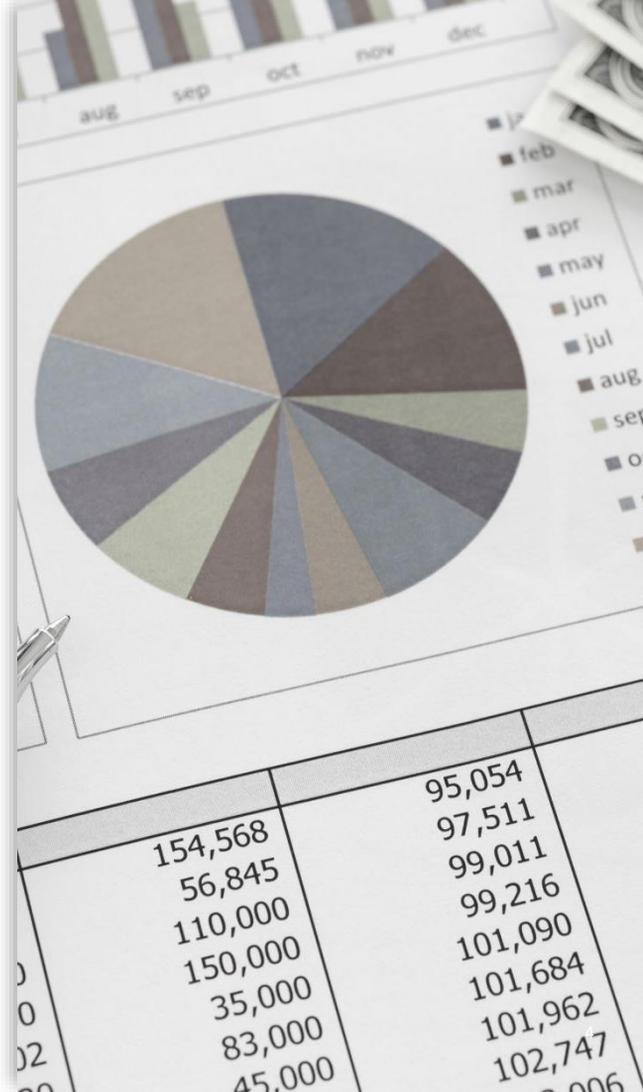
Current Hiring Landscape in Research Administration

- Challenges
 - Talent shortages in research administration
 - No professional career path
- Opportunities
 - Emphasizing skills and competencies
 - Enhancing diversity and inclusion



Did You Know...

- 80% of employee turnover is due to bad hiring decisions.
- Cost of a bad hire can range from \$18,700 to several hundred thousand dollars.



Cost of a Bad Hire

- Lost productivity
- Missed targets
- Loss of institutional knowledge
- Disrupted relationships
- Increased workload for others
- Recruiting and training costs
- Damage to manager's credibility
- Employee morale and employee burnout
- Frustration and loss of focus in the team



Factors Jeopardizing Successful Hiring

Failing to identify requisite competencies

Using inappropriate assessments

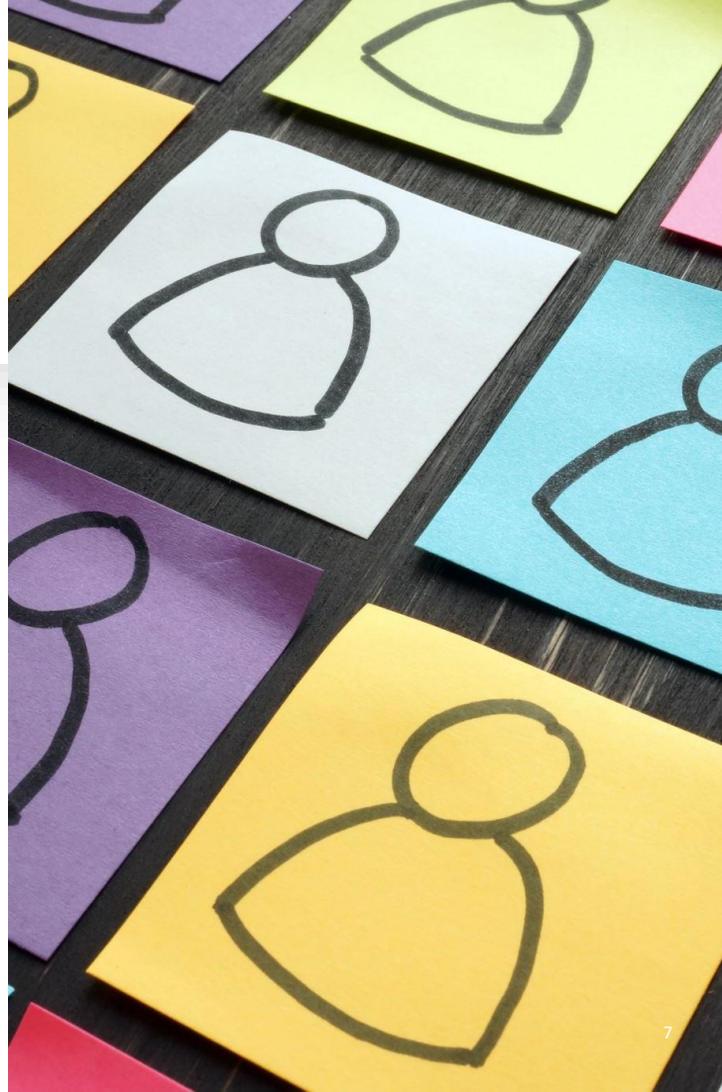
Unstructured interviewing processes

Lack of evaluation standards

Unconscious biases in hiring

Reducing Bias in Hiring

- Standardize the interview process
- Train interviewers to recognize biases
- Take detailed notes and focus on behavioral questions
- Implement ranked criteria and challenge biases
- Longer candidate lists to improve gender and ethnic diversity



The Formula to Hire the Best

Key Steps:

1. Create job and candidate specifications

2. Define talent standards

3. Skillful interviewing

4. Comprehensive reference checks

5. Effective onboarding

Defining Your Talent Brand

What is Talent Brand?

Reputation in the talent marketplace

Importance of articulating what your organization stands for



Questions to Consider

What do employees say about working with you?

Why would top talent want to join?

Building an Inclusive Culture



Embed Company Values

Align hiring practices with organizational mission



Mentorship and Sponsorship

Develop programs to support diverse candidates

Skills-Based vs. Degree-Based Hiring



Skills-Based Hiring

Focus on practical skills and competencies

Broader candidate pool



Degree-Based Hiring

Traditional reliance on educational credentials

Risks of limiting diversity and potential talent

Acknowledge Legitimate Degree Requirements

- Identify roles that require specific educational credentials
- Ensure clarity in job postings to attract appropriate candidates

Competency Categories

Types of Competencies

Should-Haves

Essential
for success

Deal-Breakers

Critical
competencies

Can-Be-Learned

Developable
skills

Reverse Engineering Success

Analyze High Performers

- Identify common traits and experiences of successful hires
- Understand career trajectories and skills development





**Job
Specifications**

vs.

**Job
Descriptions**

Job Description

- Duties and activities performed

Job Specification

- Expected results and outcomes in 18-24 months
- Forward-looking context

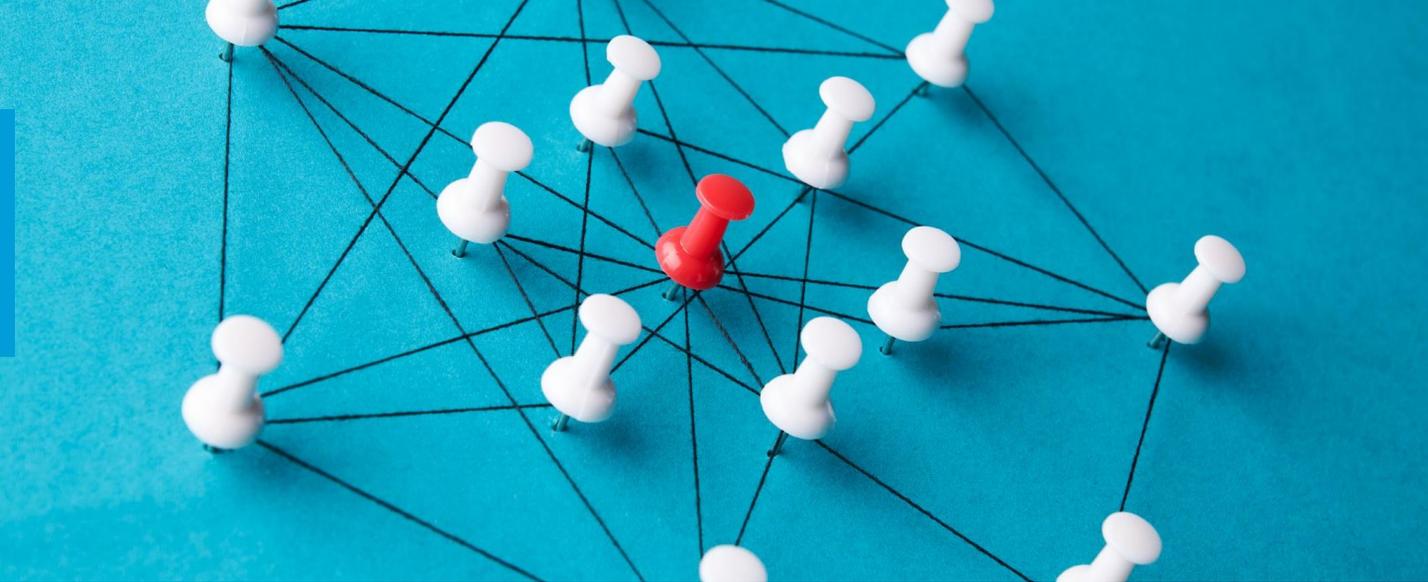
Candidate Specification

- Essential attributes, knowledge, skills, and behaviors

Step 1

Sourcing Candidates

- Active vs. Passive Sourcing
 - Passive: Job postings on company websites, job boards
 - Active: Recruiter outreach via social media, networking events
- Best Practices
 - Utilize platforms like LinkedIn for active sourcing
 - Engage in industry-specific events



Finding Great Talent

- Internal candidates
- Virtual bench and employee referrals
- Job postings, independent boards, and recruiters
- Professional networks and educational institutions
- Social media

Promote from Within

Build Experience with Skill-Based Promotions

- Create pathways for internal candidates to advance
- Minimize risks associated with external hires

Step 2

Recruiter Screening

- Purpose
 - Assess candidate skills and backgrounds
 - Provide candidates with information about the role
- Strategies
 - Use structured screening questions
 - Include a cultural fit assessment



Using Technology for Assessments

- Tech-Based Assessments
 - AI tools for screening skills
- Structured Interviews
 - Numerical ratings to mitigate biases

Step 3

Hiring Team Assessment

- Focus Areas
 - In-depth skills evaluation
 - Team dynamics and compatibility
- Best Practices
 - Conduct panel interviews for diverse perspectives
 - Use standardized evaluation forms

Avoiding Common Interviewer Mistakes

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- Allowing biases to influence decisions
 - Monopolizing conversations
 - Leading questions and confrontational behavior



Conducting Effective Interviews



Goal

Gather a comprehensive picture of the candidate



Best Practices

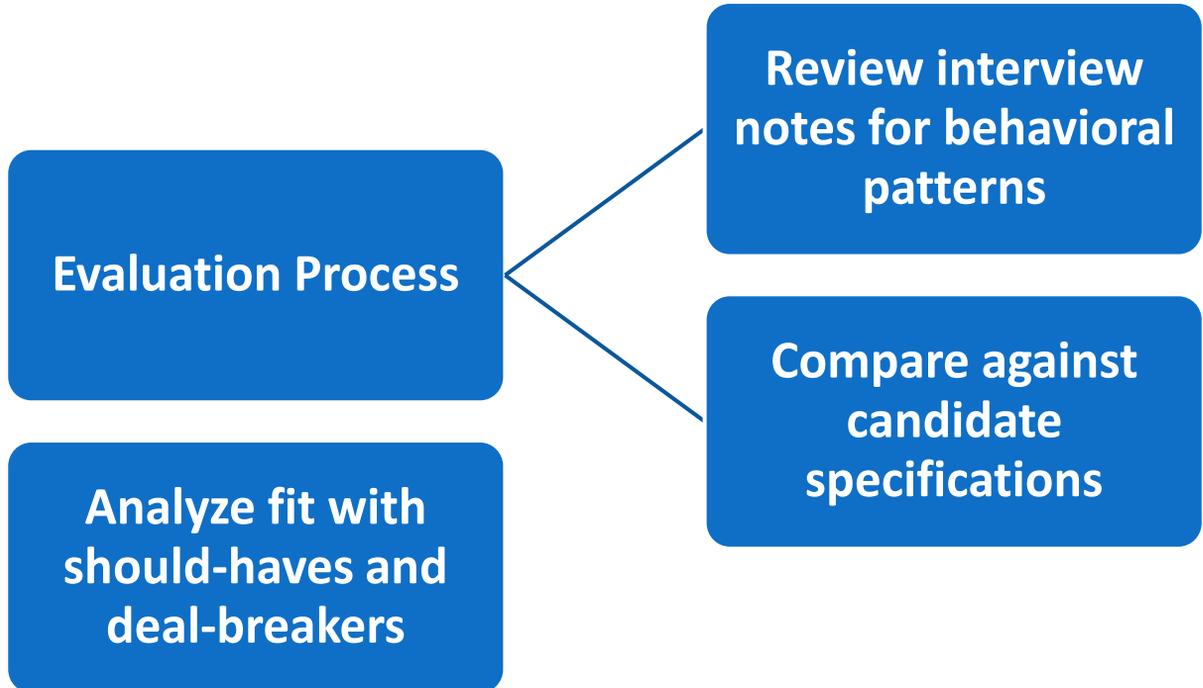
Build rapport and provide a clear framework

Use open-ended questions and active listening

The Interview Process

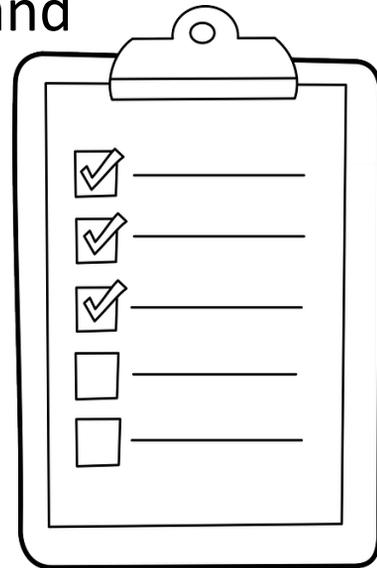


Selecting the Candidate



Conducting Reference Checks

- Creating a Candidate Summary
 - Summarize interview insights and potential risks
- Make Informed Decisions
 - Weigh technical skills against leadership behaviors



Step 4

Job Offer Stage

- Components of a Job Offer
 - Salary, benefits, bonuses, and perks
- Strategies
 - Tailor offers to individual candidate needs
 - Be transparent about organizational values and expectations

Extending the Offer



- Communicate clearly the terms and expectations
- Reinforce the talent brand and organizational values

Supporting a New Hire

Importance of Onboarding

- Structured onboarding improves productivity
- Helps new hires integrate quickly



Onboarding

First Week Activities

- Job and candidate specifications review
- Introduction to team members and tools

First 30 Days Focus on Relationship Building

- Meet stakeholders and establish context
- Weekly check-ins to monitor progress

Days 30-60 Continued Support

- Define near-term priorities
- Bi-weekly meetings for feedback

Days 90 and Beyond Ongoing Development

- Collect stakeholder feedback
- Create a personal development plan
- Consider mentorship opportunities

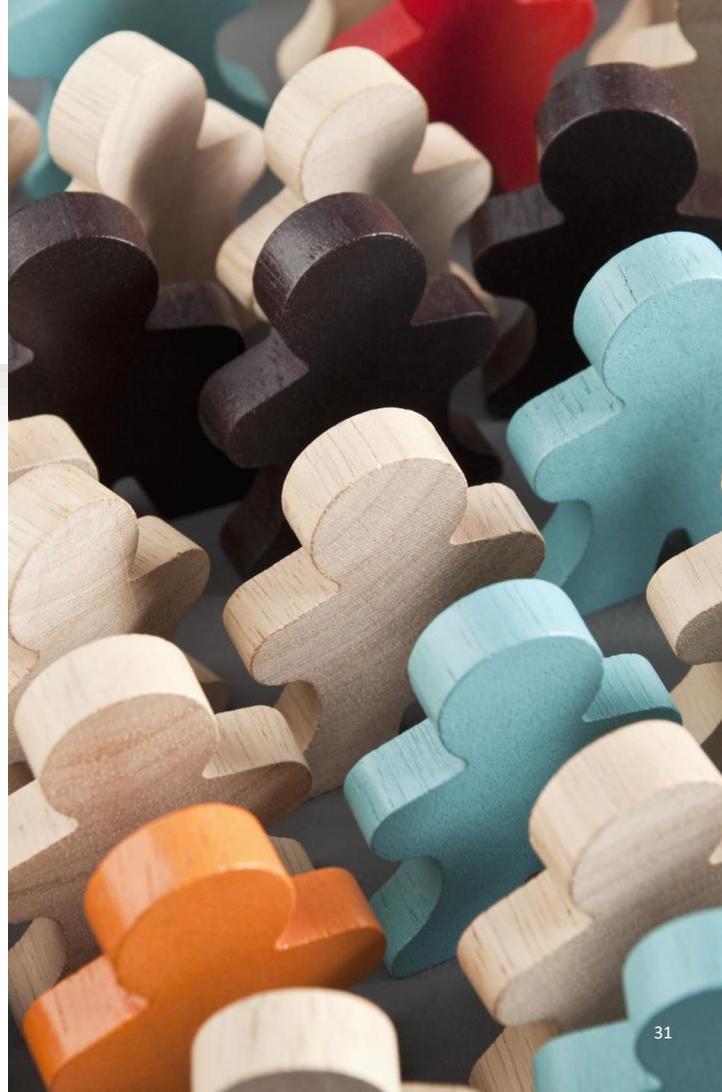
Career Development Focus

Ongoing Learning

- Create individualized development plans

Retention Strategies

- Foster a positive employee experience through engagement



Key Reasons Employees Leave

Lack of growth opportunities

Non-competitive pay and benefits

Poor company culture

Insufficient feedback and recognition

Effective Employee Retention Strategies

Offer

Offer competitive benefits

Set

Set clear career paths and growth opportunities

Maintain

Maintain a positive company culture

Foster

Foster open communication

Conclusion and Key Points

The success of an organization hinges on its ability to hire and retain the right talent.

- Investing time and effort in hiring pays off in team performance and culture
- Importance of clear specifications, effective interviewing, and structured onboarding.
- Focus on cultural fit and competencies
- Implement structured recruiting processes
- Shift to skills-based hiring to enhance diversity and potential
- Implement innovative strategies to attract and retain talent
- Commit to continuous improvement in hiring practices
- Invest in training and employee engagement strategies

Sources

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Thank you

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