

Attracting talent in the higher education environment

Agenda

- ❖ **Attracting academic staff**
- ❖ **Some trends and analysis**
- ❖ **Selection and appointment**
- ❖ **Predictions**

Who is ASI?

- ❖ **Member Association of Executive Search Consultants (AESC)**
- ❖ **Exclusive higher education focus**
- ❖ **Expertise gained from 300+ searches**
- ❖ **Worked with more than 40 institutions in eight countries**
- ❖ **Fresh research for every search**
- ❖ **Database of 90,000+ academics and researchers from more than 600 universities globally in fields ranging from Arts to Volcanology**
- ❖ **Sydney and Auckland offices**

Broad factors that can influence recruitment

- ❖ Population size (i.e. Medical positions)
- ❖ Immigration policies / procedures
- ❖ Relocation support
- ❖ Schooling
- ❖ Housing
- ❖ Currency fluctuation
- ❖ Research Funding
- ❖ Government policy
- ❖ Location

Attraction: Methods of recruiting talent?

- ❖ Advertising
- ❖ Recruitment firms
- ❖ Search companies
- ❖ Networks

Attraction: What do candidates value?

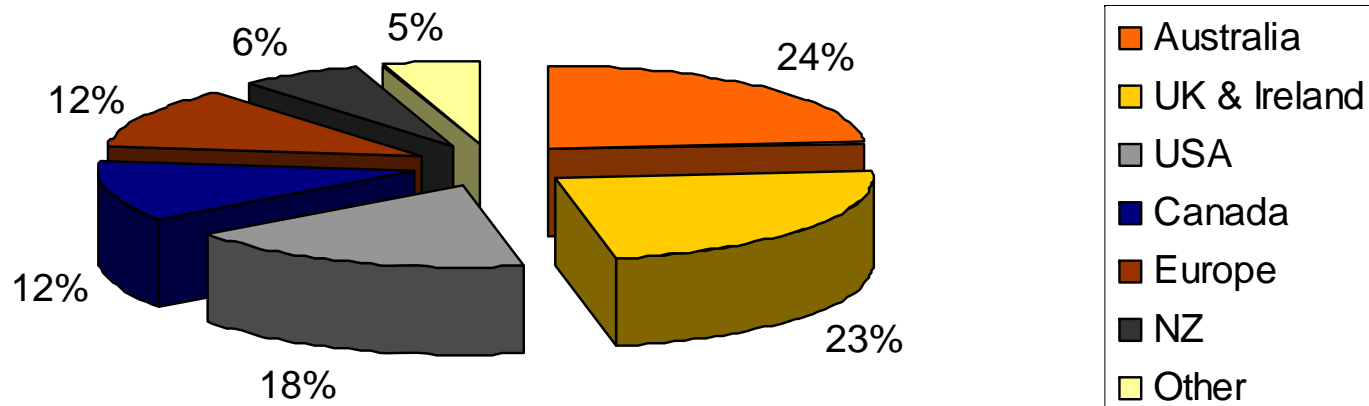
- ❖ **ASI conducted active research amongst 250 former candidates in 2007**
- ❖ **Candidates were asked to rank the importance of different factors**
- ❖ **The most important factors affecting whether candidates would accept positions were (in order):**
 - **The interview process: sense of welcome; coordination of interviews; accommodation and travel**
 - **Spousal employment**
 - **Cost of housing**
 - **Wider family considerations (i.e. elderly parents, children)**
 - **Salary**
 - **Length of time of the recruitment process**

Attraction: How do disciplines differ?

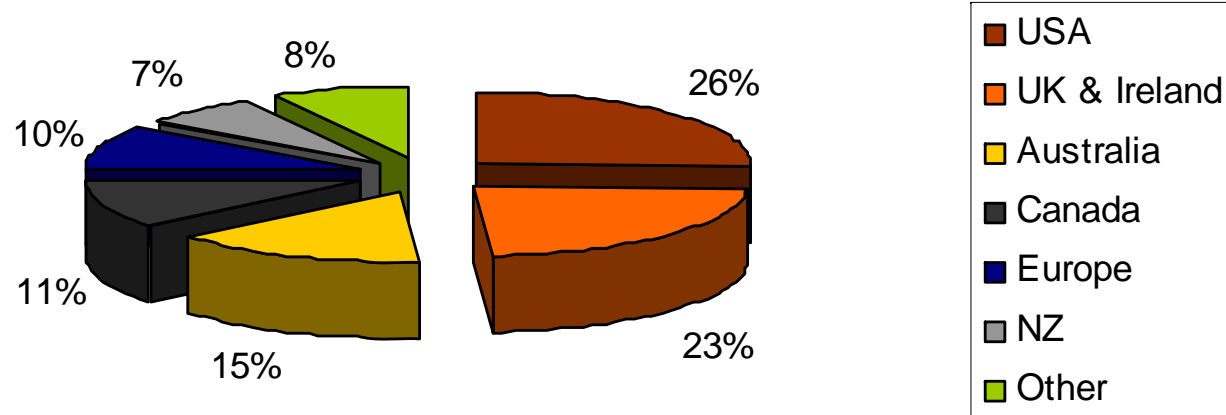
Four examples:

- ❖ Social Anthropology
- ❖ Virology
- ❖ Design
- ❖ Accounting

Attraction: Where do candidates come from? (Australia)



Attraction: Where do candidates come from? (New Zealand)



Interesting differences

- Nearly **25%** of interest in Australian positions is generated domestically as opposed to **7%** domestic interest in New Zealand.
- As well as being the main pool of candidates at home, Australians also form a large percentage of applicants for NZ positions, this indicates they are not only moving nationally, but also internationally.
- New Zealanders are a low percentage of applicants even for positions in New Zealand. They are more likely to stay put.

Attraction: What are some of the myths?

- ❖ Your university is not an attractive location
- ❖ Throw money at candidates and they will come
- ❖ Advertising will always attract the ‘talent’
- ❖ Stars are only at top universities
- ❖ Tenured academics are ‘top’ academics
- ❖ Immigration will be difficult

Attraction: Things you can do?

- ❖ **Ensure the right strategy is employed for recruitment (i.e. Search vs. Advertising)**
- ❖ **Ensure there is support for the position before starting the recruitment process**
- ❖ **Ensure the position material is targeted**
- ❖ **Be as flexible as possible**
- ❖ **Make sure there is a champion for the position**



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Selection

Selection: Committee meetings

- ❖ **Ensure confidentiality is maintained**
- ❖ **Raise inconsistencies in committee's approach to decision making**
- ❖ **Inform candidates of the outcome quickly**
- ❖ **Organise the provisional meeting or interview dates at the meeting**

Selection: Reference Checking

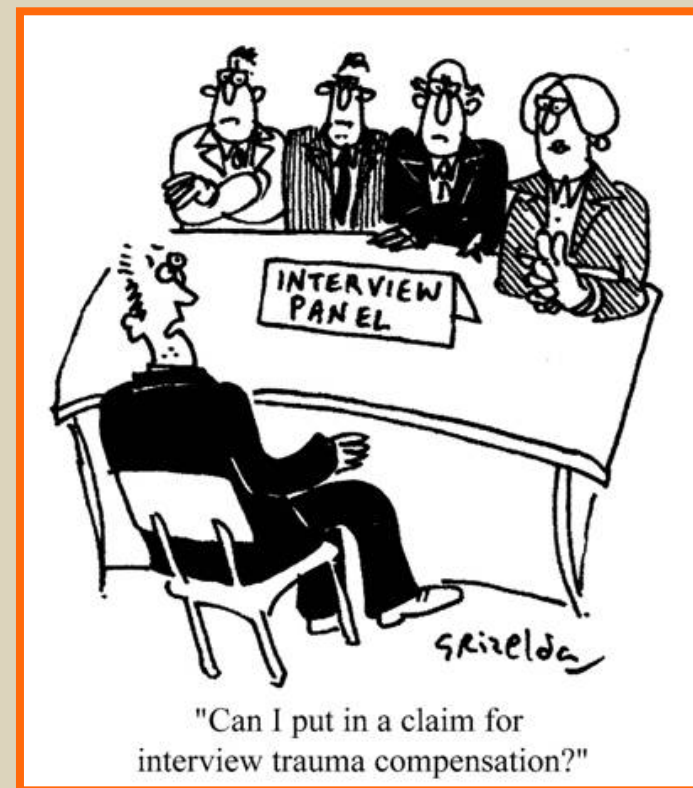
- ❖ **Do not ignore it just because they are a star!**
- ❖ **Line Manager**
- ❖ **Confidentiality**
- ❖ **Supply candidate CV to refereee**

Selection: Background Checking

- ❖ **Fraudulent qualifications**
- ❖ **Court cases against them**
- ❖ **Doctors: cases pending?**

Selection: Interview process

- ❖ Coordination
- ❖ Meet & Greet
- ❖ Time to rest!
- ❖ City and campus orientation
- ❖ Interview panel
- ❖ Follow up



Appointment

Appointment: Some deal breakers

- ❖ Lifestyle
- ❖ Care at interview
- ❖ Fixed term contracts
- ❖ Research Funding
- ❖ Support
- ❖ Postdoctoral students
- ❖ Flexibility around consulting income, particularly in professions
- ❖ Spousal employment
- ❖ Parental care
- ❖ Fringe Benefits

Appointment: Offer

❖ Process:

- Personal
- Fast
- Carried out by the right person

Future Predictions

- ❖ **Global market place**
- ❖ **Significant growth and increase in quality in institutions in China, India and Middle East**
- ❖ **Ageing workforce in Western countries**
- ❖ **Increased poaching of Australasian academics, especially those originally from another country**
- ❖ **Professions will get tougher (e.g. Accounting)**
- ❖ **Changing student population: demanding internationally qualified professors**
- ❖ **Increased focus on teaching and research quality**
- ❖ **Economic cycle**
- ❖ **New recruitment methods**

What can you take away from today?

- ❖ Use appropriate attraction methods
- ❖ Selection process must be rigorous, but friendly
- ❖ Flexibility around your offer