

Best Practices for Building Your Research Team

Begin recruiting before you start your lab

- Recruit at meetings
- Recruit a Staff Scientist/Lab Manager early on; “You are your best Postdoc” – spend more of your time at the bench and allow them to manage administrative tasks
 - Spend the extra money hiring a lab manager with advanced skills to help train
 - Look for candidates with a masters or PhD; “spend money to make money” Candidates should be organized with a scientific background
 - Consider providing moving expenses
 - Lab manager can train new people and manage the lab

Think about your projects and plan out the people and skills needed

- Identify skills needed
- Establish an approach for each type of recruit
 - PostDocs - Start early
 - Ads at conferences, skype interviews, regional ads, co-recruit
 - Senior faculty get bombarded – see if they can pass anyone along
 - Student(s)
 - There are a lot of options; during 1st year of faculty position start making connections
- Identify an evaluation system for interviewing candidates

Hiring

- Complete Implicit Bias Test before you interview - <https://implicit.harvard.edu/implicit/takeatest.html>
- Be open minded during interviews
- When you interview candidates, look them in the eye; you will need to be able to work with them day in and out
- Diversity and inclusion are important
 - Team diversity in skills, experience, technique, and attitude are proven to improve performance
 - Utilize Judy Rodin’s Resilience resources

Practice and refine your mentorship skills

- Setup a team environment where you are not the only one training/mentoring
- Evaluate skills of mentees and anticipate their needs; provide constructive criticism

Establish your lab culture

- Define the core principles of your lab; create an environment where people want to work
- Provide lab with a “Lab Expectations” document that is 3-4 pages; include PI responsibilities
- Build morale - happy hours, luncheons, retreats, weekend events
- Set expectations and communicate openly

Balancing Responsibilities and Managing Relationships

- Talk to your peers to see how they managed clinical, administrative, research duties
- If you have clinical time, align your clinical responsibilities with your research
- Every time you are saying “yes” to something, think about what you are saying “no” to
 - Have a sense of what is useful for your career advancement; talk to your mentors/advisors for advice