**Appendix E: Recruitment Practices**

This appendix shares practices and insights that can help supervisors to improve the recruitment processes and practices they put into practice.

* **Clear description of what are the requirements and the expectations of each postdoc position announced** (avoid generic requirements, PhD in IT or alike).
* **Justified description of the requirements and the expectations of each postdoc position announced** (describe the expected tasks, e.g., deliverables or reports about the projects, scientific publications, etcetera).
* **Disseminate the post in top-tier international channels** (e.g., using mailing lists dedicated for jobs in sub-(sub)-fields of IT, focused conferences, workshops, networks and laboratories).
* **Set up high quality / experienced hiring committees, with at least one very experienced person** (experience with the process, good track record, projects, good network and internationalization).
* **Ask the shortlisted candidates to visit NTNU and have 1-2 days interaction with the supervisor, before the hiring decision**.
* **Ask your PhDs, postdocs and other professor in neighboring areas to have a short meeting with the candidate during their visit (or via TeleCom)**.
* **Consider the expectations of the postdoc (e.g., get top papers, go to top conferences, extend their network and experience, qualify for a faculty position) and make sure they align with the ones of the position (e.g., write the reports of the project, publish papers, write a new application)** (Make sure there is an alignment, the alignment is never perfect).
* **Discuss the main reasons you have decided to hire this person over other applicants with the members of the committee and other experienced professors** (e.g., scientific skills, background, soft skills, personal characteristics etc.). (In this discussion you need to make sure that the needed qualities for the post are covered from the candidate).
* **Accelerate the hiring process, top quality PhD graduates get several offers, they are not going to wait for 5 or more months** (it’s important that soon after the deadline for the faculty to receive the evaluation report, after that the AU needs to quickly check the case about any legal or similar issues) and proceed accordingly.