You are now working on your CV, website, and papers. You will soon be uploading your materials to apply for positions at various places and in several weeks you will be asked to submit materials to places that contact you directly or contact us or one of your advisors. This note addresses some of the issues that might arise in this process. Some of this material was covered in FAQ #2.

1. Applying for jobs
   - Where to apply?: We advise that you apply to a range of places that have advertised in your field or a close field. It is difficult to give a number of places to which to apply but we can say that you should not apply to places you would never go to. Think about a "reservation job" that you are fairly confident of (say in the private sector) and ask yourself whether some place would be below it.
   - Should I apply to places that advertise for field X if I’m in field Y? If the fields are close, then apply. If the school advertising isn’t interested in a researcher in that field and you can teach it (especially for liberal arts colleges) then apply. But if the place is a large research university and the advertised field is Macro and you are in Health, it will be a long shot. There are some exceptions. Your advisor might tell you that s/he has lots of friends at “Gooney State” and will be contacting them. Then apply.
   - Should I apply to places that advertise above the assistant professor level? If the job posting says hiring at all levels but indicates a preference for experienced candidates or Associate and above, then it is fine to still apply. But if the posting simply says Associate or above and nothing else, then that indicates, then it will likely be a waste of your time. Of course, if you or one of your advisors have inside information about a specific posting, it would be fine to apply.
   - Clearing the list with your advisor(s): You don’t want to apply to places that are considerably higher than your advisor(s) thinks are reasonable. In most cases, your advisor will ask that you bring (or e-mail) the list and that you go over it together. The reasons are simple. First, this is a repeated game for your advisor. Second, it is rare that an advisor will write more than one letter. Since one letter must “fit all,” applying to a place beyond one deemed reasonable can result in a worse letter for all.
   - When to apply?: You should upload (or send) your materials around the first two weeks of November (unless the date listed is earlier). Be mindful of deadlines as some will come before that date, and early applications (with letters) may be read.
   - What to do if you are asked to upload materials? Just do it. If you are still working on your paper, then answer the e-mail and tell the staff assistant that you will upload soon. If you have already uploaded your materials to that particular place, email the staff assistant and explain that they should already have it.
   - What if you aren’t interested in a solicitation? Communicate that with the person who solicited it (“Many thanks. But I’m not interested in working in Greenland (or just leave that part out) and don’t want to cause the committee unnecessary work.”)

2. The materials in your application
• **What do I include in my application?** Include whatever is requested. These requests vary, so it is impossible to state exactly what to include. Your *cover letter* will be read by only some of your intended targets. It will probably be read by those in liberal arts colleges, business schools, the private sector, and possibly government. It will probably not be read at most academic places, although your materials will be. If your materials have been solicited, the cover letter could read: “I am responding to your request for my CV and job market paper” or “Professor <BlahBlah> requested that I submit my CV and job market paper for consideration.”

• **What about teaching evaluations or a teaching statement?** You should include these if the advertisement asks for them or if your materials are going to a liberal arts college or another that values teaching highly.

3. **Letters of reference and their mailing**
   - *Coordinating letters of reference and your applications.* The issue of coordination is moot when the application goes through the JOE Network or EJM. For other cases, you should tell your advisors (or their Faculty Assistants) when you will be uploading and sending your applications. In general, a request for the letter will arrive.
   - *How can I make life easier for my advisor(s)?* Provide your advisor(s) with a polished draft of your job market paper as soon as possible. Providing a draft early rather than just before the letter is due will increase the chance that the letter is done in a timely fashion.
   - *How can I make life easier for my advisors’ faculty assistants?* Ask him/her what information they would like (e.g., XLS list of places with due dates) and follow their instructions. Each has a system that works for them. Brenda is working on a coordinated system.
   - *How do you check up on whether your letters were sent and whether your application is complete?* If you are concerned about your solicited files, you can call the faculty assistant at the beginning of December and inquire. When solicited files remain incomplete during the second week of December, faculty assistants often send e-mails informing the applicant. As we noted before, Brenda is working on a coordinated system that will enable you to check on which letters have been sent.

4. **Interviews**
   - *All first-round interviews have been remote and will probably continue to be remote:* This has been true for academic, tech, international, finance, consulting, and just about every place we have heard about. The Department will make a group of private, fairly sound-proof rooms with Ethernet connections available if you need to do interviews away from your domicile. Brenda will have that information and signups for rooms. In January we will have more rooms because some faculty will be away during the first week when many interviews are held.
   - *Do I need to go to the AEA Meetings (in New Orleans 2023)?* Most likely NO. The AEA asks that interview NOT be scheduled during the meetings themselves and advises that all first-round interviews be remote.
   - *When should I expect to hear back from places?* A few places will begin scheduling interviews around the end of November, but the vast majority of academic and non-academic places will not make up their schedule until the first or possibly second week of December. As noted, some private-sector interviews have been as early as late November and about a third of the academic interviews our students have had were in mid-December.
   - *What is the right number of interviews? What is a number that is too low and what do I do if I am not getting enough interviews?* Although it varies by field, you should have at least 10 to 12 interviews by mid- to late-December.
   - *Do universities/colleges/institutions have constraints on how many people they interview?*
Constraints are somewhat less now that first-round interviews are remote. But there are still constraints because no one wants to spend all their time interviewing PhD candidates. Another relaxation of a constraint is that the interview team can be more tailored to the field of the candidate and be larger. We will discuss more about that in FAQ #4.

- **Non-academic interviews**: Because non-academic interviews are happening earlier, occasionally in November, it is important for you to know how they differ from academic ones. The academic ones will be like mini-workshops. You give a very brief statement of your work and then there are questions about it. But a non-academic interview will not be like that. It can take several forms (and this is where you can use your Harvard network of previous placements to learn more). In some non-academic interviews, a problem or a data set is described and you would be asked what you would do with it. We have been told that Uber had very specific questions whereas Amazon was more general. None of the non-academic interviewers had read much beyond the abstract.

5. **Mock Interviews**
   - **When will the Department’s practice interviews be held?** Practice interviews are scheduled for the first week of December consistent with most first-round interviews. We strongly recommend that you practice and polish your spiel and conduct several other practice interviews prior to the faculty mock interview. This will help you to get the most out of it.
   - **What should I do if I have interviews, like those in the tech sector, scheduled before the mock interviews are held?** We will try to respond to help you. The good news is that most tech interviews are different from academic interviews and your spiel isn’t what they want to hear about (see #4). Students from last year noted that they had a few tech interviews in late November. But the preparation for most of those interviews was rather different than for the bulk of the others (e.g., problem solving rather than descriptions of research).
   - **How are remote interviews different from in-person interviews?** Because more people can be there who know the field, you will probably have more relevant questions. But we have also heard that there are fewer interruptions and that interviewees finish their short statements and then are asked questions. This is new terrain for all of us.

The next FAQ is a Guide to Doing Zoom Interviews.