

## **Staffing/Recruitment Guidelines: Steps to Follow**

Complementary to the Hiring Policy, this document aims to provide to all staff members involved in the Recruitment procedure, important and clear guidelines on the procedure for staffing and recruitment within the Institute.

### **1. Approval of Recruitment of new staff**

- Each staff member requesting an opening of a new vacancy or replacement completes the New Position/Replacement Request (NPR) form (<http://www.cyi.ac.cy/index.php/icy-intranet/staff-documents/intranet-forms.html>) with all necessary information (except for details provided by Accounts and RIMS Departments). The NPR is then sent to the HR Department for review.
- Following confirmation by the HR Department, the requestor forwards the request to the relevant project coordinator/RIMS and Accounts Departments to verify the project funding proposed and complete associated details.
- Following the verification by the project coordinator/RIMS and Accounts Departments, the NPR is submitted to the respective senior management (Center Director/Head if applicable) who act as formal requestors for the opening.
- The NPR is finally submitted to the VPR (for Research and Research Support positions)/VPO (for positions in Operations) accordingly and the President if applicable (for senior and core funded positions) for approval depending the rank and source of funding of the position.

### **Note: Opening positions for Competitive Projects:**

*A new position request process can commence as soon as the Cyl receives an approval letter from a funding body regarding a competitive secured project.*

*The opening/announcement can follow as soon as the necessary internal approvals are secured. The recruitment process will not be finalized (job offer – contract to the selected candidate) unless the Cyl has a signed contract with the relevant funding authority of the competitive project. If, for any reason, a problem appears with the funding authority, job offers can only be made if the requestor can cover the cost of the position with non-Cyl core funds.*

### **2. Job Announcement**

- A first draft of the job announcement is prepared by the HR Department based on the Job Analysis provided in the New Position Request, to be reviewed by the requestor.
- The reference number of each opening is completed by the HR Department and not by the requestor or approver of the opening.
- The aim of the job announcement is always to attract the best and most suitable candidates for the relevant opening. For this to be achieved, the profile specifications should be described accurately and in the most objective manner.
- The job announcement is widely published based on the opening's specialization.
- Even though it is significant to recruit highly specialised and qualified personnel, other factors should also be considered when seeking professionals for recruitment. These

are the individual's fit within the Institute's organizational culture, personality traits and competencies matching the position's requirements, development and growth potential within the institute, retention etc. These factors should not only be considered when interviewing the shortlisted candidates but they should also be considered from the beginning of the procedure in order for the job announcement description to be properly prepared and to be posted in the appropriate sources.

### **3. CV Screening and shortlisting**

- The HR Department prepares the candidate list summary in order to assist the Selection Committee appointed for the recruitment procedure to assess each candidate's qualifications against the set and published criteria in the job announcement (template prepared by HR based on position's criteria and requirements)
- The Selection Committee conducts the shortlisting procedure based on the position's set criteria (as described in the NPR/Job Announcement)
- When selecting candidates to be interviewed it is significant that all candidates that meet the minimum criteria to be given the opportunity for assessment.

### **4. Interview/Assessment procedure and reporting**

- All members of the Selection Committee must be involved in the interview/assessment process either together at the same interview or in a two-interview process. They may choose to hold a second or even more interviews with top candidates and include other professionals in the committee if considered necessary through the process (following confirmation by the HR Department).
- Before each interview session, the Chair convenes a consultation meeting with the selection committee to clarify the procedure and emphasize that candidates are being evaluated based on metrics outlined in the job announcement as well as to ask if there are any conflicts of interest between committee members and candidates being interviewed. The interview should be structured with predefined questions/procedures for all interviewees. These are agreed in the first consultation session.
- For the interviews, the HR Department or administrator provides the members of the committee with full candidate dossiers based on the required documents.
- Depending the position and rank of the position other methods of assessment may be included such as practical exercises, presentations etc.
- At the interview stage of the recruitment procedure, all selected candidates should complete the Backgroundcheck Questionnaire form and submit it to the HR Department.
- Reference checks requested are consistent with the number stipulated in the job announcement and not less or more.
- A detailed report should be submitted at the end of the review process using the standard template (Annex 1) which outlines the procedure followed, describes the assessment for each short-listed candidate and the conclusion/ recommendation of the Selection Committee for appointment. The report is signed by the Chair of the

committee (with proven agreement of the rest of the committee members) and submitted to the HR Department.

#### **7. Offer and contract of appointment**

- The HR Department sends the recommendation for appointment with the relevant supporting documentation to the VPR/VPO and/or President accordingly for approval.
- Following the approval by the senior management the HR Department communicates the offer to the selected candidate.
- It is appropriate for the selected candidate to be informed of their selection and that they will receive an offer of appointment by the direct supervisor and/or HR where appropriate beforehand. This is suggested as it gives a more personal and positive approach towards the candidate.
- If the appointment concerns EU funded projects, no contract of employment will be signed prior to the signing of the project contract with the funding institution.
- The contract of appointment is always prepared based on the NPR job specifications and based on the Institute's ranks and relevant conditions.
- No terms or conditions of appointment such as salary and duration of appointment are communicated to the selected candidate prior to consultation with HR.
- For all non-EU employees, there should be a period of at least 3 months notice in order to process the relevant procedure for work permit issuance.

#### **8. Recording of Documentation**

- Following the completion of each procedure, all relevant material and documentation that concern the recruitment process are kept only by the HR Department. All other staff members involved in the process should delete any documents that have been received throughout the process.

The Hiring Policy and relevant procedure are being revised and updated periodically.

## Annex 1

### Selection Committee Report Template

Evaluation Report-Interviews for position with ref. no. ....  
(*title*)

#### I. INTRODUCTION

1. Dates and time of Interviews: .....
2. Number of Interviewees: ..
3. Evaluation Committee:
  - a. (*name, title*)
  - b. (*name, title*)
  - c. (*name, title*)
  - d. (*name, title*)

#### II. RECRUITMENT PROCEDURE

##### 1. Job Announcement Posting:

The Cyprus Institute, in order to ensure recruitment objectivity and to successfully attract the best pool of candidates for the position, has widely announced the job opening through various local and international sources:

- i. Local Press: .....
- ii. Professional Websites: .....
- iii. Other: .....

##### 2. Job Announcement:

See appendix I

##### 3. Candidate Short-listing

*(Names of those who were responsible for procedure)* were responsible for the CV screening procedure. Out of ... applicants... were assessed to better meet the set criteria and be the most qualified to be called for interviews.

#### III. METHODS OF ASSESSMENT

The selected candidates were called for ... minute panel interviews. Additionally, for each candidate, .. references were requested for assessment. *(any other methods of assessment to be mentioned i.e. presentations etc)* Following the first interviews, the selected candidates were called for follow up interviews for a more thorough discussion on job related matters.

#### IV. CANDIDATES ASSESSMENT

Following the conclusion of each interview with the candidates, the evaluation committee gave their assessment and a rating for each candidate based on the categories- not qualified, qualified, very qualified and highly qualified:

- (Candidate name)  
..... He/She was rated as .....
- (Candidate name)  
..... He/She was rated as .....

- **(Candidate name)**  
..... He/She was rated as .....
- **(Candidate name)**  
..... He/She was rated as .....
- **(Candidate name)**  
..... He/She was rated as .....

V. **FIRST INTERVIEW CONCLUSIONS**

.....

VI. **FOLLOW UP INTERVIEW**

.....

VII. **RECOMMENDATION FOR SELECTION**

.....

(Date)

(Signatures)