Recruitment

CONTENTS

1 Objective

The aim of this procedure is to define the methods for recruiting collaborators into Luxembourg Institute of Health (LIH) and Integrated BioBank of Luxembourg (IBBL), from the identification of a need for competency to the signing of an employment contract.

2 Scope

This procedure applies to any recruitment action resulting from a vacancy or a spontaneous application. The procedure also applies to the recruitment of PhD candidates applying for funded PhD positions and to the recruitment of the four broad career profiles for researchers (R1 to R4) established by the European Framework for Research Careers.

This does not include the recruitment of trainees and students who have sent their spontaneous application to the laboratories and other units.

3 Process Overview

N/A.

4 Process Description

4.1. ADVERTISING THE POST & APPLICATION PHASE

The **HR unit** must:

- Schedule an appointment with the head(s) of a recruitment action in order to collect all specific information needed for the position to be filled. Key information mentioned during the meeting will be reported in the Recruitment plan.
- Use the appropriate generic job description document related to the position to be filled and write the job advertisement in accordance with information reported in the Recruitment plan.

   The generic job descriptions are organized into family grouping and are written by the HR unit.

   The job advertisement must be clear and concise (Key accountabilities and Key skills, experience, qualifications) and include links to more detailed information online*[1].

- Ensure that both the budgetary information and the recruitment authorization are duly validated and receive this confirmation by e-mail from the Finance team. In case of any doubt, authorization shall be requested from the Execom/Codir.
- Advertise the post nationally and always internationally* in English for scientific and research staff via the various publication channels (internal as the first one: intranet, LIH website and external: ADEM, scientific websites, Newspapers, Euraxess, ABG, Jobvector, Universities, Partnerships, Recruitment agencies/Headhunters, Network with professional contacts and organizations, etc...) mentioned by the head(s) of a recruitment action or suggested by the HR unit and validated by the head(s) of a recruitment action.

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[1] *: Refers to the European Charter for Researchers and the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R).

- If needed and in collaboration with the head(s) of a recruitment action, update and reactivate the job offer several months after its publication.*
- Centralize all the applications into the Odoo database with the help of the receptionists and then transmit all other applications received via other channels than the LIH website via the e-mail address recruitment@lih.lu for recording purposes.

The **Reception unit** must:

- Receive and collect all paper applications and record them as any mail coming into LIH. The receptionists send them also to recruitment@lih.lu.
- Deal with the recording of the applications into the Odoo database.

NB: The applicants receive an e-mail to let them know their application has been received and also that we will keep contact with them for the following steps of the recruitment process.*

The **head(s) of a recruitment action** must:

- Contact and inform the HR unit to start the recruitment process.
- Define their staffing needs and ensure that the budget necessary to fill the vacancy is available.
- Write and validate the job advertisement in conjunction with the HR unit.
- Provide the HR unit with the publication channels for the job offer.
- Forward to recruitment@lih.lu all applications received personally via other channels including the applications scanned received on paper.

4.2. EVALUATION & SELECTION PHASE

4.2.1. Setting up a selection committee

The **HR unit** must:

- In order to respect the open* recruitment process, ask to the head(s) of a recruitment action the names of the members of the selection committee for all open positions at LIH; HR unit can also suggest some persons.
- Ensure the gender perspective in research (gender balance*) and the inclusion when needed of external expert* in the selection committee.
- Suggest to the head(s) of a recruitment action the same selection committee involved in all steps. It is recommended that the selection committee who screens the applications is the same as the one who interviews the candidates.*

The **head(s) of a recruitment action** must set up an applicant selection committee of minimum 2 persons which combines various fields of expertise and competency* and which also contains a member of the HR unit. The selection committee could be different depending on the level of responsibility for the position to be filled.

The selection committee include persons who have attended prior training about interview techniques or who show undeniable recruitment skills via their practice and experience. The members of the selection committee bring together diverse expertise and competencies from different disciplines to assess the candidates. This committee is composed of members whose diversified sensitiveness and views allow 'limiting' the subjective side inherent in the recruitment process.

The selection committee is different for the open positions to be filled at LIH "level of responsibility 1-2-3" and the positions "level of responsibility 4-5":

- For the positions level 1-2-3: the selection committee include a minimum of 2 members (the head(s) of a recruitment action and the HR recruiter). Concerning the recruitment of researchers* the selection committee include a minimum of 3 members.
- For the positions level 4-5: the selection committee (created by the Board of Directors for level 5) include a minimum of 3 members: the head(s) of a recruitment action; the HR recruiter; another LIH employee from another unit who will directly work with the applicant. When it is appropriate and feasible the selection committee should also include external experts from different countries and the members should work in different sectors (public and private). If needed for the position external experts in assessments and head hunters can also interact with the applicants as members of the selection committee.

Level 1: Assistantship and/or running tasks with clear instructions - taking initiative (low)

Level 2: Assistantship and/or running tasks with technical skills needed from the degree and/or the professional experience - taking initiative (moderate and subject to validation)

Level 3: Function requiring high technical skills in its expertise field - taking initiative (low) - Autonomy (High)

Level 4: Function requiring high technical skills in its expertise field - multidisciplinary team leadership (except for the researchers) - taking initiative (constantly)

Level 5: Department management - Executive Board

4.2.2. Screening applications

The **HR unit** must:

- For vacant positions, forward at the request of the head(s) of a recruitment action the relevant applications (analyzed by means of a list of keywords validated by the head(s) of a recruitment action) or all the applications if wanted to them.
- For spontaneous applications, and at the request of the head(s) of a recruitment action, forward those considered relevant.
- Ensure the candidates are selected for interview without regard to race or gender.*
- Ensure that the evaluation of applicants is done objectively and equitably, based solely on the qualifications specified by the head(s) of a recruitment action, the quality of the application materials, the interviews and other recruitment tools (assessment center, etc.).*

The **head(s) of a recruitment action** must:

- Review the applications received from the HR unit and give the latter unit positive or negative feedback on the said applications within two weeks.
- Evaluate each candidate's entire application and not depending too heavily on some elements, such as the prestige of the degree, the granting institution or post-doctoral program or the letters of recommendation.*
- Present to the HR unit a shortlist of candidates for interviews.

4.2.3. Interviewing the candidates

The **HR unit** must:

- Before the interview: (i) discuss the objective(s) of the interview, the main topics or areas to be covered during the interview; (ii) suggest recruitment tools (cf §5) to the head(s) of a recruitment action; (iii) ask the participation of all members of the selection committee (if it is not asked by the head(s) of a recruitment action) in all interviews to ensure fair and consistent evaluation of each applicant; (iiii) schedule the interview(s) depending on the diary of every members of the selection committee (skype or telephone or on site) as well as the scenarios, tests, guided tours of facilities for the selected applicant(s) with the help of the secretaries (all candidates should be treated equally and in the same way); (iiiii) suggest a core set of questions for all applicants that will elicit sufficient information to make an evaluation of the candidates' qualifications and allow an equitable comparison of the candidates; (iiiiii) plan an HR interview after the interview between the selection committee and the candidate (exceptional situation if the HR unit is not represented in the interview with the selection committee).

- During the interview: (i) present the members of the selection committee and the structure of the interview if the HR unit lead the interview, the HR recruiter can also leave the head(s) of a recruitment action do it and lead the interview; (ii) at the request of the head(s) of a recruitment action lead the interview with the selection committee and ensure that everyone has the occasion to ask their questions to the candidate; (iii) ask questions related to the job requirements by using the STAR; (iiii) order to be able to provide information about the applicant's strengths and weaknesses if necessary) and in the salary simulation; (iiiii) give the candidate the opportunity to ask questions ; (iiiiii) explain to the candidate the following steps for the recruitment process.*

- After the interview: (i) take care of the feedback given by the selection committee and the head(s) of the recruitment action; (ii) at the request of the head(s) of a recruitment action ask references for the short-listed candidates and report the appropriate information on the Reference check form.

The **head(s) of a recruitment action** must:

- Before the interview: (i) prepare the tests to be done by the candidates (read a scientific article, laboratory simulation, practical exercises in accounting or secretariat, etc.); (ii) ask the participation of all members of the selection committee in all interviews to ensure fair and consistent evaluation of each applicant.

- During the interview: (i) might lead the interview with the selection committee and ensure that everyone has the occasion to ask their questions to the candidate, the head(s) of a recruitment action can also leave the HR recruiter do it; (ii) present the members of the selection committee and the structure of the interview if the head(s) of a recruitment action lead the interview; (iii) ask technical and soft-skills questions related to the position to be filled; (iiii) explain the job position to the candidate.

- After the interview: (i) receive the ranking of the selection committee with an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position; (ii) identify with the selection committee the candidate(s) to be recommended for hire; (iii) communicate to HR unit (if they are not represented in the interview) the ranking of the selection committee; (iiii) if needed ask herself/himself references for the short-listed candidates or the chosen candidate or ask to the HR recruiter to do it.

4.3. APPOINTMENT PHASE

4.3.1. Feedback to the candidate

The **HR unit** must:

- Respond to applicants (unsuccessful and successful candidates) by official e-mail during the recruitment process or at the end of the recruitment process depending on the request of the head(s) of a recruitment action:
  - Reply to applications in case of vacancy: the HR unit with the collaboration of the receptionists is in charge to reply to the applicants during the recruitment process or at the end of the recruitment process depending on the request of the head(s) of a recruitment action. This reply is sent by e-mail in the form of a template letter generated by Odoo.
  - Reply to spontaneous applications: the HR unit with the collaboration of the receptionists is in charge to reply to the applicants within two months maximum.
- Manage the complaints of applicants who are not satisfied with the recruitment process and believe that they have been treated negligently, unfairly or incorrectly. The response should be no longer than one month after the reception of their complaint.

At the request of the applicant, the head(s) of a recruitment action must explain the decision for rejecting the application based on evidence in the candidate's file as related to the qualifications.

4.3.2. Hiring confirmation

The **HR unit** must:

- At the request of the head(s) of a recruitment action, perform the simulation of the applicants' salary.
- Send an e-mail with our offer to the chosen candidate with the contractual information and let her/him one week to accept or reject it.
- Write the selected applicant's employment contract, put together her/his complete individual file (copy of the identity card, copy of the degrees obtained, etc.) and prepare the applicant's arrival.
- Invite the chosen candidate to the HR unit to sign the contract during which her/his working conditions and rights are fully presented to her/him* and use the HR check-list document.
  This document is used internally by the HR team when a new collaborator arrives at LIH. It covers all the actions carried out before the start of the new collaborator (to prepare her/his working contract, to compile her/his personal file, to update the HR systems, etc.)
- Close the recruitment process for the filled position in the Odoo database and archive applications.

The **head(s) of a recruitment action** must:

- Communicate the name of the chosen candidate for the open position and let the HR unit discuss with the chosen candidate about the contractual questions about salary, trial period, days of paid leave, etc. with the chosen candidate.
- Give the agreement to close the open position and let the HR unit withdraw the job offer from the publication channels and answer to every applicant.
- Integrate the chosen candidate in her/his team the first working day of her/him by presenting the team, the way of working within the unit, the evaluation system, etc.

5 Related Documents, References

The documents mentioned below serve as recruitment tools made available to the head(s) of a recruitment action.

LIH Code	IBBL Code	Document Title
CDF-2016-0001	CDF HR-001-01	Recruitment plan
CDF-2016-0002	CDF HR-001-02	Reference check
CDF-2016-0003	CDF HR-001-03	HR check-list
See ennov	None	Generic job description

6 Definitions & Terminology

Collaborator	Any new employee (intellectual or manual) at LIH under temporary or permanent contract.
COM	Communication unit.
Head(s) of a recruitment action	Any LIH employee who has attended training about recruitment techniques or who shows undeniable recruitment skills via his/her practice and experience and who is responsible for the hiring of a new employee.
HR	Human Resources.
R1	First Stage Researcher (up to the completion of PhD).
R2	Recognised Researcher (PhD holders or equivalent who are not yet fully independent).
R3	Established Researcher (researchers who have developed a level of independence).
R4	Leading Researcher (researchers leading their research area or field).
STAR	The STAR (Situation, Task, Action, Result) format is a job interview technique used by interviewers to gather all the relevant information about a specific capability that the job requires.
Vacancy	Work position for which LIH is looking for a collaborator due to the creation of a new job or a replacement.

7 Recordkeeping & Archiving

Recruitment plan	Paper version in the job advertisement's file in the HR office. Archived for at least 10 years.
Generic job description	Computerized version (pdf) in ENNOV for all the collaborators of LIH. Computerized version (word) in SAT RH for the HR team. Archived for at least 10 years

Reference Check	Paper version in the candidates' file in the HR office. Archived for at least 10 years.
HR check-list	Paper version in each personal file in the HR office. Archived for at least 10 years.

8   Exhibits

N/A.

9   Document Metadata

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10   Revision History

Version	Effective Date	Author	Summary of changes
V01	29/11/2016	Christelle MASSAUX	LIH: Replaces SOP-2013-0071, rev. 001 by inclusion of the OTM-R directives in the recruitment procedure IBBL: Replaces parts of SOP GM-HR.02

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