



Swiss International  
Institute Lausanne

# HUMAN RESOURCES RECRUITMENT POLICY

Swiss International Institute Lausanne - SIIL

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# HUMAN RESOURCES RECRUITMENT POLICY

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## I PURPOSE

To enable SIIIL to attract and identify the most talented staff and in compliance with employment legislation and SIIIL policy determine the framework of the HR management within SIIIL.

This policy covers appointments to Teaching/Academic, Administrative, and Technical posts of all durations and from all funding sources. Recruitment for posts is managed locally whilst adhering to recruitment principles below. Recruitment for Research posts will be managed within Faculties or Research Centres (if/when applicable).

## II RECRUITMENT PRINCIPLES

Recruitment will be carried out in accordance with the following principles:

**Merit:** Fair and robust role-related criteria are used. Selection is competitive.

**Fairness:** Processes are fair, consistent and accessible to all, reflecting SIIIL's commitment to equality and diversity.

**Transparency:** Recruitment processes are open and transparent, whilst retaining candidate confidentiality and privacy

**Responsiveness:** Recruitment aims to make appointments in a timely manner, whilst adhering to SIIIL's policies and governance requirements.

**Business need:** The decision-making process aligns with SIIIL's strategic plan and organisational structures.

## III RECRUITMENT PROCESS STEPS AND RESPONSIBILITIES

Recruitment of staff is the responsibility of line management within Faculties and Offices supported by Human Resources (HR). To ensure an efficient process the ownership of each element of the process is assigned to either the Hiring Director (HR Office Director) or HR staff.

The Hiring Director (HR Office Director) is normally the line manager of the post. However, the line manager may choose to devolve the administrative tasks associated with the role of Hiring Lead to another person within the Faculty/area.

All recruitment competitions will generally follow a 11-step process.

Senior positions may have additional elements; junior positions may combine or omit steps; but in all cases the recruitment principles must be applied.

**11 key stages in the Recruitment Process**

**Co-ordinated by**

<b>Approval</b>	<b>1.</b>	Drafting Job Specification, sizing of role if required	HR with input from the Academic Director
	<b>2.</b>	Gaining approval to hire	HR Director
<b>Pre-Interview</b>	<b>3.</b>	Advertising the role	HR Recruitment
	<b>4.</b>	Determining the Selection committee	HR Director
	<b>5.</b>	Interview preparation	HR Recruitment
<b>Post-interview</b>	<b>6.</b>	Interview and any other selection methods, and decision	Academic Director (chair of selection committee)
	<b>7.</b>	Offer and pre-employment checks	HR Recruitment
	<b>8.</b>	Confirmation of offer and contract	HR Recruitment
	<b>9.</b>	Set up of appointee on HR system	HR Recruitment
<b>Close</b>	<b>10</b>	Competition documentation complete	HR Recruitment
	<b>11</b>	Employee commences and induction	HR Director

Throughout the process, the Hiring Director and HR will work together to ensure that the process is followed resulting in the successful appointment of the most meritorious candidate.

#### IV APPROVAL OF APPOINTMENTS

Formal approval to fill a post is required prior to commencing recruitment. Approval of posts is devolved to the Dean of the Faculty, or to the relevant Chief Officer for posts in Central Offices. Approval is subject to budgetary availability, the financial position of SII, and any restrictions imposed by Government policy.

#### V JOB DESCRIPTION

The job description sets out the selection criteria for a recruitment competition, informs potential applicants of the requirements of the post and is a mechanism to promote the Institute and yield a high level of interest from applicants.

A job description is required for every role prior to recruitment. The job description comprises:

- (i) **a description of the role:** the purpose of the role, the tasks of the role, and the context within which the role sits in the Institute. This is provided by the Hiring Director (HR Office Director).
- (ii) **the person specification** for the role: the qualifications, knowledge, experience and skills required to successfully carry out the role. A template is provided by HR office.
- (iii) **any additional requirements** related to eligibility or terms and conditions associated with the role. This is provided by HR office.

Additional information on competency framework, research themes, background information on the Faculty/ Office/Unit may be added as preferred by the Hiring Director (HR Office Director).

Job descriptions are reviewed by HR office to ensure the recommended grade is commensurate with the level of skill and responsibility required for the complexity of the tasks of the role.

## **VI SELECTION COMMITTEES**

Recommendations for appointment are decided by Selection Committees. Detail on committee composition is set out in Appendix 2.

The membership of the Selection Committee will be identified by the Hiring Director (HR Office Director) and is subject to prior approval by the Dean/Chief Officer or their nominee.

To ensure consistency of the process, the following applies:

- ▶ Having regard to the SIIIL's targets for gender representation on decision making bodies, appropriate gender representation must be reflected as far as possible on the Selection Committee to reflect the diversity of the SIIIL staff.
- ▶ Requests for additional members or alternative members on the Selection Committee are subject to advance approval by the relevant Dean/Chief Officer.
- ▶ Training for Selection Committee members is mandatory to ensure members are familiar with selection techniques, equality legislation and SIIIL policy. External participants (if applicable) will be provided with appropriate guidelines.
- ▶ All information must be treated with complete confidentiality by Selection Committee members. No discussion or debate on candidates should take place outside the selection process.

No person is permitted to continue as a member of a Selection Committee if a candidate has a close personal relationship with that person giving rise to a conflict of interest or creating bias in the selection process.

## **VII ADVERTISING OF APPOINTMENTS**

All posts must be advertised to ensure transparency and equal opportunity.

- ▶ Generally, posts are advertised internally and externally simultaneously. Exceptions exist where posts at certain grades are advertised internally first and then externally if not filled. Posts are advertised on the SIIIL website for a minimum of two working weeks and applications are accepted exclusively electronically.

Where a third party such as a specialist recruitment consultancy is responsible for candidate sourcing, the standard recruitment procedures apply in every step thereafter.

Advance approval to engage third party consultants must be obtained from HR.

## **VIII INTERVIEW ARRANGEMENTS**

Interview dates should be agreed at the earliest opportunity and ideally published in the job advertisement to ensure candidates will be available for the selection process.

Candidates must be provided with a minimum of 1 weeks' notice of their scheduled interview. In competitions where a candidate is based internationally, at least 3 weeks' notice of the interview date should be provided.

Where a candidate is unable to attend a face to face interview on the stipulated date, they may at the discretion of the Selection Committee, be offered a remote interview via videoconference/skype for the same date and time. For operational reasons SII is unable to offer alternative interview dates and times to candidates who are unable to attend a scheduled interview. Should a preliminary interview be conducted through videoconference/ skype (with all candidates being given the opportunity to be interviewed in this manner), the preferred candidate must at some future date present before a selection committee before a decision to appoint that candidate can be reached and the recruitment competition progressed.

## **IX SELECTION PROCEDURES**

Candidates are assessed against the job specification provided for the vacancy and ranked in order of suitability for appointment.

- ▶ The Selection Committee has discretion, under the direction of Human Resources, to use any selection tools or techniques that are valid and fair to all candidates.
- ▶ Identifying criteria for assessment must be determined in advance of interview, or any other element of the selection process. Any weightings must be determined in advance.
- ▶ The Selection Committee may undertake preliminary interviews with a candidate long-list or request a candidate after formal presentation and interview, to attend for a subsequent interview.
- ▶ The Chair is responsible for ensuring that the Selection Committee adequately records its evaluation of each candidate against the selection criteria.

A Selection Committee Form noting all those deemed appointable and in rank order shall be signed by each member of the Selection Committee.

## **X POST-INTERVIEW**

On receipt of the Selection Committee Form, HR will proceed with communication with successful and unsuccessful candidates, and carry out all pre-employment checks and communication with candidate(s).

References will be provided to the Hiring Lead for review.

Members of the Selection Committee and the Hiring Lead are bound by the confidentiality requirements of the recruitment process until all candidates are notified of the outcome of the competition by HR.

## **XI APPROVAL OF THE APPOINTMENT**

SIL statutes state that all members of Academic, Administrative, Technical and Support Staff are appointed by the Management. Academic staff are appointed by Management (Rectorate) on the nomination of the Academic Council.

The responsibility for making appointments to Academic posts is devolved from Rectorate and Academic Council to the relevant Dean or his/her nominee.

The responsibility for making appointments to Administrative, Technical and Support posts is devolved to the relevant Dean or Chief Officer or their nominee.

Detail of appointments will be made available to the Academic Council and the Management (Rectorate), as appropriate, for noting.

## **XII APPENDIX 1. ADDITIONAL STIPULATIONS RELATED TO THE FILLING OF POSTS.**

### **I Release of Internal Staff to New Roles:**

Internal candidates appointed to new roles must be released within four weeks from the date of offer (or otherwise by agreement of current and future manager). Where different working patterns exist between offices, reconciliation will be addressed on a case-by-case basis. Except in the case of specific fixed-term project work, in agreement with the line manager, Internal staff taking up a new role will not retain the right to revert to their previous role.

### **II Short-term vacancies:**

Arrangements for filling short-term vacancies are the same as for long-term or permanent posts. Standard recruitment procedures apply in order to attract and select the best staff.

### **III Confined Competitions and Expressions of Interest:**

SIIL's policy requires all posts to be advertised to ensure equal opportunity for potential applicants. In certain cases, the Director of HR may approve the advertisement of a post to a limited pool of applicants within the university. An expression of interest is the filling of a post at the same grade as the pool of applicants. A confined competition refers to the filling of a post at a higher grade. The basis for utilisation of confined competitions or expressions of interest must be balanced with the over-arching requirement for fairness, transparency and equal opportunity.

### **IV Panels:**

Where multiple vacancies are anticipated at the same grade within a limited time period, a competition may establish a panel of appointable candidates.

### **V Reserve Candidates:**

Where a Selection Committee has deemed other interviewed candidate(s) suitable for appointment, the name(s) will be held on file for a period of six months from the date of interview. Should an identical position in the area which is approved for filling or the same position become vacant within the six-month period; the Hiring Director (HR Office Director) may determine that the post be offered to the next appointable candidate. The basis for offering a post to appointable candidate(s) from a previous competition supports the principles of responsiveness and meeting business need, however, these must be balanced with the principles of fairness, transparency and equal opportunity. The Director of HR has the final decision.

## XIII APPENDIX 2: SELECTION COMMITTEE COMPOSITION

### 1. Academic Posts

Job Title	Members of Selection Committee	No.
<b>Professor &amp; Associate Professorships</b>	<b>Chair</b> – Academic Director	5
	Faculty Dean	
	Study Programme Director	
	A Professor from outside the Faculty	
	Member of the Academic Council	
<b>Assistant Professorships (All contract types)</b>	<b>Chair</b> - Academic Director	4-5
	Faculty Dean	
	Study Programme Director	
	A Professor from outside the Faculty	
	Optional: Member of the Academic Council	
<b>Lecturers /Consultants</b>	<b>Chair</b> - Academic Director	4-5
	Faculty Dean	
	Study Programme Director	
	A Professor from outside the Faculty	
	Optional: Member of the Academic Council	

### 2. Administrative Appointments

Job Title	Members of Selection Committee	No.
<b>Senior Administrative appointments in Faculties</b>	<b>Chair</b> – Academic Director (or nominee)	4
	Head of Function or nominee (relevant)	
	Faculty Dean (or nominee)	
	External expert from other Office	
<b>Senior Administrative appointments in Offices (Head of function appointments)</b>	<b>Chair</b> – HR Director (or nominee)	3
	Chief Officer of relevant division	
	Member of the academic staff of SIIL	
<b>Administrative appointments in Faculties &amp; Divisions</b>	<b>Chair</b> - Head of Function or nominee	3
	A Senior Administrative manager from the administrative area	
	Member from another Faculty/Unit/Office	

### 3. Technical Appointments

Job Title	Members of Selection Committee	No.
<b>Chief Technical Officer</b>	<b>Chair</b> – Faculty Dean or Study Programme Director	2-3
	Chief Technical Officer from another School	
	Optional: An academic member of staff	
<b>Technical/Senior Technical Officer</b>	<b>Chair</b> - Faculty Dean or Study Programme Director	2-3
	Chief Technical Officer in the Faculty	
	Optional: An academic member of staff	

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