

Best practice model for selection procedures

The University of Cologne has some information for selection procedures when recruiting new staff (see 2.a). We have the following suggestions for refinements and additions to the procedure.

1. The CRC is a research association that houses many researchers with different subject areas and different approaches under one roof. The cooperation of smaller and larger groups is one of its pillars and is formative for its external perception. The ability to work together and the social skills required for this should also be considered when recruiting new staff. Therefore, the ability to cooperate and work in a team should play a role in job interviews.
2. Selection procedure:
 - a. The University of Cologne provides detailed information material in the downloadable section 'Human Resources Development': (https://verwaltung.unikoeln.de/abteilung42/content/downloads/index_ger.html; category: "Finding Employees").
 - b. When recruiting new staff to the CRC, the following materials in particular should be taken into account when drawing up a job profile and designing the content of the selection procedure:
 - i. Guide "Recruiting Staff" (see subcategory "Further Information"): from the preparation of a tender to the training of a member of staff.
 - ii. "Required criteria for employees".
 - iii. "Requirement profile sample".
 - iv. "Sample questions": These information materials clearly present the individual steps of the new recruitment process and provide concrete suggestions for its design. We recommend paying particular attention to the following point: When you compile the (mostly mainly scientific) requirements for the job profile (step 2 of the "Recruiting Staff" guide), please consider mentioning social skills already in the call for applications. The document "Required criteria for employees" (ii) can be helpful in this respect. In addition, a weighting of the individual required competences in advance (e.g. useful / important / indispensable or similar) can facilitate the further process.
 - c. A selection committee should be consulted during the selection procedure for a new employee. In addition to the possible participation of other persons (e.g. interest groups), it should consist of at least three representatives from the CRC, namely: the P.I., another person from the project, area or CRC of any status group determined by the P.I. in consultation with the board, and one person representing the status group of the new employee. On request, a proposal by the postdoc /PhD representative is possible. Furthermore, it should be considered whether informal meetings with postdoc/PhD representatives could already be helpful during the selection process. The postdoctoral/PhD representation can be of assistance at such a meeting. The selection committee must be informed and involved in the decision-making process at the latest from the time of the selection procedure (step 4 of the "Recruitment" guide). It is recommended that an exchange of views with the Commission should be sought at the time of preparation of the profile of requirements. The final decision on recruitment remains with the P.I.
 - d. After recruitment, the first 90 days of the induction period are particularly formative for medium and long-term cooperation. It is strongly recommended to consider the

guidance given in the Guide "Attracting staff" (step 6). In case of difficulties at this stage, the Ombudsman Group can and should be consulted. If necessary, the de-escalation step plan of the ombuds group should be taken into account.

We recommend that new staff members are informed of the recommendations at the time of signing and that they are provided with best practice documents.

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CRC Prominence in Language Ombudsteam
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