

# Smart Staffing at PSI

## — Recruitment guidelines



# Recruitment

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In order to make the right staffing decisions at the right time in the competition for the top talent, we set great store by proactive recruitment. With «Smart Staffing at PSI», we have laid down our standards and processes based on the principles of the EU initiative «HRS4R – Human Resource Strategy for Researchers» for an open, transparent recruitment process.

The best minds are often lured by several attractive offers at once. As a result, we act swiftly, conduct well-prepared interviews and afford candidates our undivided attention. The exchange of information takes

place on an equal footing and is characterised by mutual respect and genuine interest. By offering clear feedback after the interviews – be it positive or negative – we signalise appreciation and professionalism. We verify the impact of «Smart Staffing at PSI» through systematic monitoring. We want to determine whether and how our measures are effective, especially when it comes to increasing the proportion of women on selection committees and in management positions.

Excellence begins with the right choice of staff and the systematic induction of our new employees.

With our distinctive further training culture, we also enable our staff to keep tackling new situations and challenges competently in the future.

As a result, we are creating knowledge for tomorrow today. After all, PSI's success is reliant on the capability and motivation of our staff.

Human Resources Management



HR EXCELLENCE IN RESEARCH



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## Excerpt from the Personnel Policy

PSI's development depends on the skills and contributions of our staff. As a result, we want to create an environment which promotes creativity, teamwork and goal orientation. Everyone should have the opportunity to bring their ideas, knowhow and experience to bear for the benefit of the institute and their own job satisfaction. Contented, dedicated staff are our most important asset.

## OTM-R Principles

The EU's «OTM-R» principles stand for «open, transparent and merit-based recruitment». We advocate these standards and have used them as the basis for our recruitment process. We are committed to a comprehensible, transparent process in every step, and especially train the selection committees in all matters concerning recruitment.

## Recruitment Standards

In order to guarantee an adequate competitive situation, we advertise the positions **publicly as a matter of principle** (in accordance with the ETH Domain's Personnel Ordinance, PVO Article 14). However, we skip this step if:

- An **internal job change** specifically promotes employees within the scope of our «internal mobility» concept and we want to commit key members of staff to our institute as a result.
- In the scope of their **careers planning**, employees are being groomed for **expert or managerial duties** (with management training, coaching and mentoring).
- PSI can gain doctoral or post-doctoral students through academic networks (universities and research institutes). In this case, **direct contact** in compliance with our interview standards is possible.

Legal regulations such as Swiss migration policies are taken into account and implemented in the process.





## Diversity and Equal Opportunities

PSI caters for equal opportunities and is committed towards sustainably increasing the proportion of women in management positions and on decision-making committees. Diversity in teams is explicitly desirable and particular attention is paid to the integration of people with disabilities. Moreover, we make sure we act free from prejudices and stereotypes. Applicants will be assessed solely based on their skills and development potential. Along with the commitment towards equal pay, diversity and equal opportunities are key cornerstones of our recruitment process.

## Selection Committee

When assembling the selection committee, we factor in a balance between genders and the representation of a wide range of competencies above and beyond the specialist field and hierarchical levels. In principle, the committee will be chaired by the responsible manager. Human Resources Management will assume an active role on the selection committee and be responsible for the recruitment process.

## Smart Staffing at PSI – What Needs to be Done?



### Analysis

With regard to the long-term strategy, the line managers regularly analyse the composition of their teams and gain an overview of the skills that are available and those that might be lacking. With every departure or before creating a new position, we verify which activities can be optimised or omitted. Moreover, redistributing duties can offer a development opportunity for an existing team member.

### Planning

The job description and the requirement profile form the basis for investigating the staffing need. While the job description encompasses the aspects concerning the workplace, the requirement profile describes the expectations from the person (traits, abilities, personal skills) with must-have, should-have and preferred criteria.

### Selection Strategy

All members of the selection committee will know the job description and requirement profile. Together, they define the evaluation criteria for the subsequent assessment of the dossier and the key job-related questions to be posed during the interview. This guarantees an equal, comparable and consistent approach. When evaluating the dossiers, it is important to evaluate the potential of the individual people and not just their previous performance. When assessing skills, career breaks such as maternity leave, further training or illness will be taken into account.

Besides our website ([www.psi.ch/pa/job-opportunities](http://www.psi.ch/pa/job-opportunities)), we also select the most popular job portals in Switzerland for our search strategy. Academic positions are published in English both worldwide and on the European platform EURAXESS. We also use online platforms and vocational networks.





### Advertising the position/ Receiving Applications

In order to reach a broad interest group, we distinguish between essential and preferred qualifications in the job advertisement – in a language which appeals to all in equal measure. In doing so, we use gender-equal and, where possible, gender-neutral terms (e.g. head, team).

PSI strives to promote part-time work, even in management positions. In order to boost its appeal, whenever possible the position is advertised with a flexible employment level (e.g. 80% – 100%).

Moreover, for positions in academia, the EU profile standard for four academic career levels [R1–R4] serves as an aid.

The application is submitted via our online application portal on [www.psi.ch](http://www.psi.ch) in clear, simple steps, taking into account the data protection regulations.



Every job posting has an application deadline. We will extend the deadline and intensify our communication efforts if the quality of the applications is inadequate or the diversity criteria have not been met.

### Academic level of maturity in accordance with EU standards (HRS4R)

- R1 People up to doctorate level
- R2 Post-docs who are pursuing their academic careers after their doctorates
- R3 Experienced academic staff or managers who have an academic maturity level
- R4 Highly experienced academic staff or managers who enjoy an excellent reputation internationally in their research field



### **A applications**

Meet must-have and should-have criteria. These people should be invited in as quickly as possible.



### **B applications**

Must-have criteria are met, experience and skills (should-have criteria) are not or only partially met. These people will receive a provisional reply.



### **C applications**

Crucial traits (must-have criteria) are lacking. These people will be rejected.

### **Evaluation and Assessment**

When sorting the applications, we distinguish between A, B and C applications and enter the corresponding rating in our online tool.

Every dossier is examined with the necessary care and equality. In doing so, we concentrate on the quality of the application and facts, not on characteristics such as identity, gender, institutional membership, or the reputation of the company or university.

We are open to the diversity of the profiles and aware of dual career topics in connection with the issue of mobility.

As regards academic productivity, we do not rely exclusively on bibliometric indicators, but also take the quality of the research into account.

After issuing the ratings (A/B/C), the selection committee will convene to discuss the evaluations and agree on an A list (shortlist). In doing so, it will clarify whether any other points outside the previously agreed evaluation criteria had an influence. Our stated aim is to increase the proportion of women in the technical and scientific sector, and in management positions. In the selection process, especially the invitation to interviews, we therefore set great store by a gender ratio that is as balanced as possible. The applicants will then be informed of the decision of the preselection process.

### **Interviews (Shortlist)**

The selection committee prepares for the interview together and especially goes through the questions to ask. To confirm the shortlist, we recommend that the line managers responsible conduct preliminary discussions by telephone or Skype. This enables questions regarding the motivation and qualification to be asked and key framework conditions clarified in advance. The candidates will be informed about the composition of the committee and the programme along with the invitation. The interview day includes discussions with the selection committee and Human Resources Management, a tour of the workplace and a meet-and-greet with the team. In the case of academic positions, the applicants will give a presentation on their current research topic.

The committee members are trained in interview techniques and know that questions affecting the protection of personality rights must not be asked.

At the end of the interview, the candidates will be informed bindingly about the next step. To make the decision, the selection committee will convene immediately after the final interview.



### **Decision**

Hiring decisions are not individual decisions. The line managers will act upon consultation with the next highest line manager (who has the right to veto) and inform the applicants of the decision.

If the future responsibilities could not be discussed in detail in the initially discussion, we invite the preferred candidate back. If necessary, job coaching can be conducted. We obtain reference information in agreement with the applicant.

For management positions, we will organise an external potential assessment in accordance with the [www.swissassessment.ch](http://www.swissassessment.ch) standards. If hired, development measures will be set during the induction phase based on the results and subsequently implemented.



### **Induction/Development**

Human Resources Management will compile the job offer for the preferred candidate and, once it has been accepted, issue the contract of employment. On the first day of work, we invite all new members of staff to our welcome event. Up to that point, the immediate line manager will be in contact with the new employee and keep him or her up to date.

For successful work in a competitive environment, we are committed to creating, developing and maintaining attractive working conditions. As part of this process, we set great store by the systematic induction of new members of staff. The induction programme encompasses the timespan up to the end of the trial period. Depending on the function,

the induction period usually lasts longer than the trial period. The new members of staff will have the opportunity to comment on the induction in writing once six months have elapsed.

At PSI, further training for the purposes of lifelong learning is a top priority. Besides well-founded specialist expertise, interdisciplinary skills are also sought after and in demand across the board. Nowadays, these «soft skills» are regarded as actual key qualifications on the job market to keep tackling new situations and challenges competently. Our Education Centre offers an extensive range of courses in this respect.

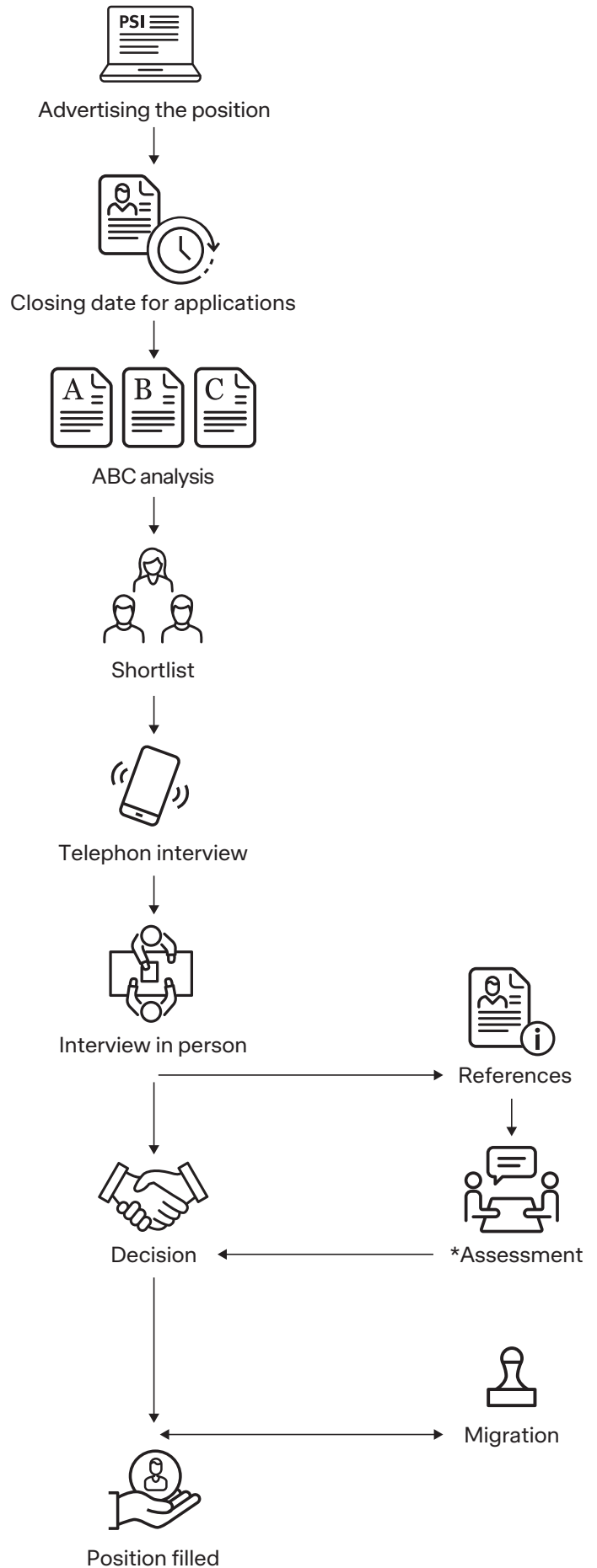
## Timescale examples

### Standard process

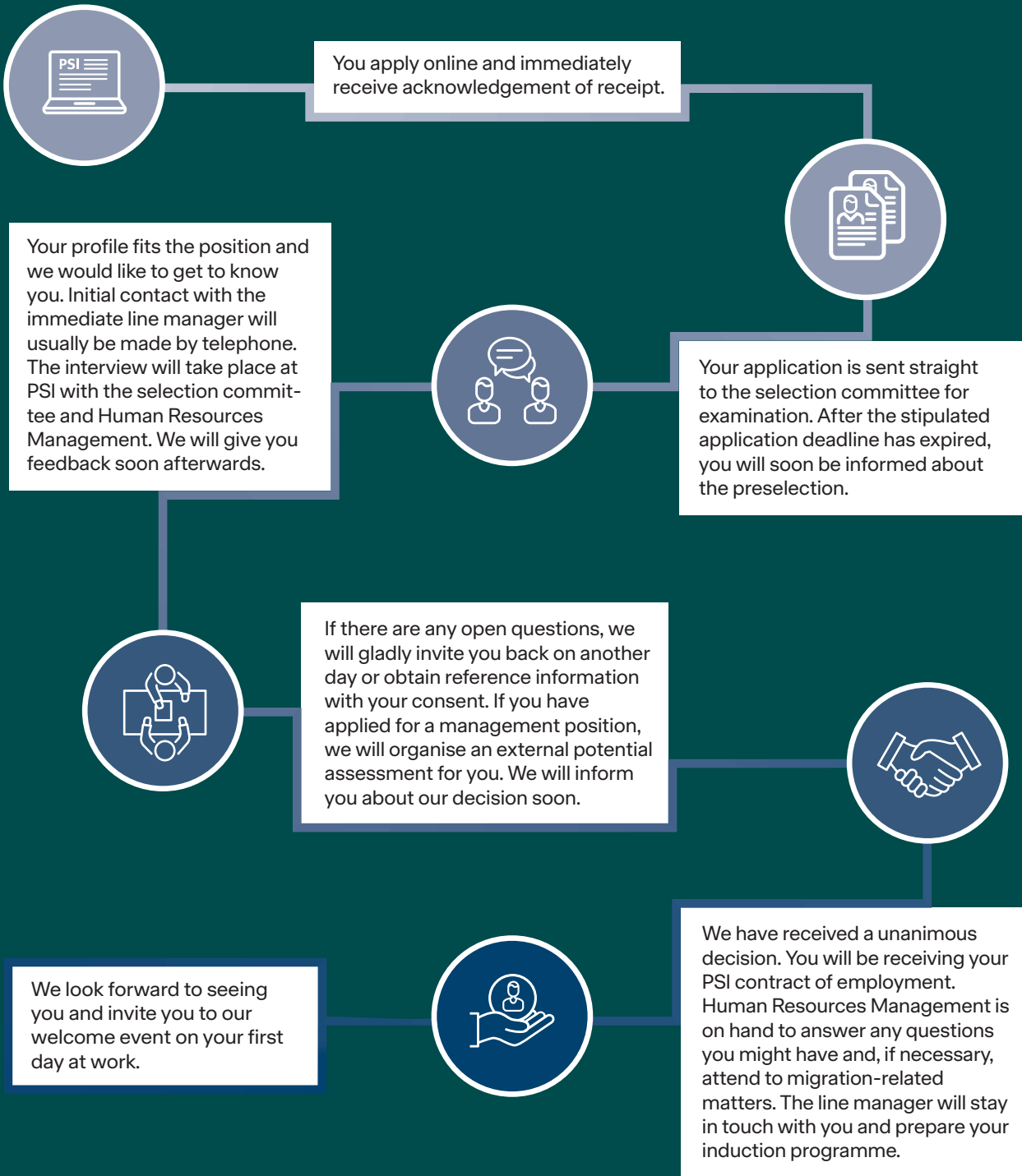
It takes up to six months from the job advertisement to filling the position.

### Process for expert activities or management positions\*

It takes up to 12 months and more from the job advertisement to filling the position.



# Recruitment Process from the Applicant's Perspective



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