



## Regulation concerning Staff Recruitment and Selection

### 1. Policy Statement and Purpose

- 1.1. The Cyprus Institute of Neurology and Genetics recognizes its staff as being fundamental to its success. A strategic and professional approach to recruitment processes help enable the Institute to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims and support its values, mission and vision.
- 1.2. The purpose of this regulation is to ensure that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, and effective and promotes equality of opportunity.
- 1.3. This regulation has been designed to provide a flexible framework which promotes good practice and clear guidance on the key stages in recruiting and selecting for a post.

### 2. Definitions

- 2.1. **'At risk'**: Where non-permanent posts are about to end will be deemed to be 'at risk'.
- 2.2. **External advertising**: Advertising vacant positions to the press, the CING website and the Social Media.
- 2.3. **Internal advertising**: Advertising vacant positions internally via e-mail to all CING staff and CSMM students.
- 2.4. **Person Specification**: The skills that a job candidate must have in order to complete the tasks of the position. It outlines the **'Essential Criteria'**, such as *educational qualifications* and the **'Desirable Criteria'**, such as *relevant experience* and *special skills and knowledge*. It is used by the recruiter during the shortlisting process (see APPENDIX 1).
- 2.5. **Interview Evaluation Form**: It is an evaluation form used by the interview panel during the interview process, in order to assess the candidates' qualifications and interpersonal skills. It is the tool which assists the interview panel in making the selection (see APPENDIX 2).

### 3. Scope

- 3.1. Except as otherwise stated, this regulation applies to the recruitment and selection of all staff to the Institute.
- 3.2. All employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this regulation. In addition, in case any external consultants or external experts assist in the recruitment process, they must act in accordance with this regulation. The Personnel Office is responsible for providing such external parties with this regulation prior to their involvement in the recruitment process.

#### **4. Aims**

- 4.1. To recruit staff with the appropriate skills, both technical and personal, in order to meet the Institute's current and future needs.
- 4.2. To ensure equality of opportunity for all applicants.
- 4.3. To ensure a fair and effective recruitment procedure, consistent with the relevant employment legislation.
- 4.4. To promote the Institute's values.
- 4.5. To meet the Institute's operational requirements and strategic aims.

#### **5. Principles**

- 5.1. Effort should be made by the Personnel Office, so that employees involved in the recruitment process are adequately trained (through a relevant recruitment and selection training course).
- 5.2. If a person involved in the recruitment process has a close personal relationship or a by blood or marriage kinship (up to the fourth degree) with an applicant, he/she must declare this, as soon as he/she is aware of the individual's application. In such cases that person must not be involved in the recruitment and selection process. Everyone involved in the recruitment process must therefore sign a relevant declaration before the commencement of the selection procedure (APPENDIX 4). Declarations will be valid for a period of 3 years.
- 5.3. When vacancies are advertised externally, internal candidates (CSMM students and CING staff) must be treated in exactly the same way as all other candidates.
- 5.4. Documentation relating to applicants will be treated with the utmost confidentiality.
- 5.5. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against pre-agreed selection criteria, based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification (APPENDIX 1).
- 5.6. If an applicant attempts to influence the recruitment procedure in any way he/she will automatically be disqualified from the whole procedure.

#### **6. Commencement of recruitment procedure**

- 6.1. The staff recruitment procedure can only commence for staff positions that already exist in the annual budget, as approved by the Board of Directors. Appointments to temporary research posts can be made with the approval of the Financial and Administrative Director provided they are fully funded by research grants.

#### **7. Advertising**

- 7.1. Vacancies/new appointments will be advertised in the press and the Institute's website and Social Media by the Personnel Office.
- 7.2. For senior laboratory and clinical positions ('Head of Department'/'Head of Clinic'/'Group Head') and the position of Chief Executive Medical Director, vacancies must also be advertised abroad.

- 7.3. Where it is considered that existing CING staff, or CSMM students, or recent CSMM graduates, have the prerequisite skills, consideration may be given to advertising posts internally only, following proper justification by the relevant Department Head.
- 7.4. Staff who has been identified to be 'at risk' may be considered for vacant posts prior to internal/external advert if they meet all the essential and desirable criteria of the vacancy.
- 7.5. The provisions of paragraphs 7.3 and 7.4 apply for non-permanent positions only.
- 7.6. Internal advertisements should appear for a minimum of 7 days and external advertisements should appear for a minimum of 14 days.
- 7.7. The Essential criteria required for each post, as stated in the relevant position job description and any Desirable criteria/requirements, must be included in the announcement of the position. Any Desirable criteria included in the announcement are requested and fully justified to the Personnel Office by the relevant Department Head.
- 7.8. In case no appropriate person has been found after going through the normal procedure, it might be appropriate to "headhunt". Before doing so, the Department Head must secure written permission from the Personnel Manager that "headhunting" is justified and it is the appropriate method. For senior positions, the Board of Directors takes the decision.

## **8. Receipt of applications**

- 8.1. It is the Institute's policy that applications are made via email or post as instructed in the job announcement.
- 8.2. Applications by interested candidates are received by the Personnel Office. Soon after the deadline date, applications are registered by the Personnel Office, which then forwards them for evaluation to the relevant Department Head.
- 8.3. All candidates receive formal written communication by the Personnel Office confirming them that their application has been received. It may also be noted that if they do not receive feedback within a specified period of time, they should consider that their application was unsuccessful. Otherwise, the Personnel Office informs in writing all unsuccessful candidates after the recruitment and selection process is ended.
- 8.4. All applications will be considered for other suitable posts that may be vacant at the same time or become vacant within a period of 6 months without advertising.

## 9. Short-listing

- 9.1. The Department Head, or a person appointed by the Department Head, plus another individual who is relevant in the field make an initial evaluation of all applications, by completing the Person Specification form, indicating which ones meet the Essential/Desirable criteria and which ones do not. For administrative positions, the Person Specification Form may be completed by the Personnel Office.
- 9.2. The Person Specification form must be completed in order to justify the decisions made regarding selection for interview and a shortlist of the applicants to be invited for an interview is produced.
- 9.3. The Department Head forwards the short-list of applicants to be invited for interview to the Personnel Office.
- 9.4. A minimum of 4 applicants should be shortlisted, starting from those who meet most of the desirable criteria. If applicants are less than 4, then all applicants meeting the minimum requirements should be shortlisted.
- 9.5. In case the number of received applications fulfilling the requirements of the position is less than 4, the Personnel Office may re-advertise the vacancy.
- 9.6. In case there are more than 8 candidates that fulfil both the essential and desirable criteria, it is at the Department Head's discretion to decide on how to shorten the list further but always with fairness towards applicants.

## 10. Interviewing

- 10.1. Short-listed candidates are contacted by the Personnel Office and invited for an interview. The invitation should include the details of any, relevant to the job, skills tests and related preparatory work that they will be required to undertake prior to or as part of the recruitment process (if needed). Candidates should also be asked to bring with them evidence of their eligibility to work in Cyprus (if needed) and copies of any qualifications required for the role.
- 10.2. The candidates should be given at least one week's notice. If a candidate cannot attend an interview on the scheduled date for a serious reason, then an alternative date is sought, a maximum of 7 days apart from the originally-scheduled date.
- 10.3. For senior laboratory and clinical positions ('Head of Department'/'Head of Clinic'/'Group Head'), candidates are interviewed by two members of the International Advisory Scientific Committee (or two internationally renowned scientists in the relevant discipline, suggested by the International Advisory Scientific Committee) appointed by the Board of Directors, the Chief Executive Medical Director and a representative of the Personnel Office. For the position of Financial and Administrative Director, candidates are interviewed by two external consultants appointed by the Board of Directors, the Chief Executive Medical Director and a non-voting representative from the Personnel Office. For the position of Chief Executive Medical Director, candidates are interviewed by three members of the International Advisory Scientific Committee (or internationally renowned scientists, suggested by the International Advisory Scientific Committee) and two members of the Board of Directors, all appointed by the Board of Directors, which will have the right of final endorsement of the panel's recommendation. Also, a non-voting representative from the Personnel Office will be present.
- 10.4. For other positions, the interview panel consists of the relevant Department Head and a representative of the Personnel Office. If the Department Head wishes to add to the interview panel another member from his/her Department or from another Department he/she may do so, but must not exceed one additional person. In addition, if the Department Head wants to authorize another person from the Department to replace him/her at the interview he/she may do so by informing the Personnel Office in writing. All interviews for one post must be conducted by the same panel.
- 10.5. Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification and interview evaluation form.
- 10.6. The interview panel records by consensus each candidate's score using the interview evaluation form for each candidate (see APPENDIX 2). All interview evaluation forms (together with copies of the application forms/CVs) are provided to the interview panel members prior to the interview date by the Personnel Office, and they are completed by the interview panel and returned to the Personnel Office representative.

- 10.7. The interview panel may decide to shortlist further the interviewed candidates and invite some to second round interviews.
- 10.8. In the rare case that there is disagreement among panel members, decisions are taken by majority vote. In case this is not possible, there will be arbitration from the President of the Board of Directors for recruitment of the positions of 'Head of Department'/'Head of Clinic'/'Group Head' and 'Financial and Administrative Director' and from the Chief Executive Medical Director for other positions.
- 10.9. The decisions of the interview panel should be fully justified and recorded in the minutes of the meetings at which decisions are taken.
- 10.10. Candidates from abroad may be interviewed via video-conference.

## **11. Selection Process**

- 11.1. The Personnel Office informs the candidate verbally and in writing about his/her selection and clarifies the date of commencement of work and that, if necessary, it will be conditional upon receipt of references which satisfy the interview panel.
- 11.2. The Personnel Office communicates information relating to the candidate's employment to the Financial and Administrative Director, together with the relevant interview panel minutes and interview evaluation forms, for his approval of the preparation of a letter of appointment. Following this, the successful candidate receives a letter of appointment, signed by the Financial and Administrative Director, stating the terms and conditions of employment.
- 11.3. In the event that a rejected candidate requests feedback about his/her performance in the selection process this should be arranged by the Personnel Office representative, although he or she may delegate this to another member of the panel where appropriate. Requests for feedback will only be accepted in writing.
- 11.4. All recruitment and selection documentation is taken to the Personnel Office for archiving according to the internal procedures and data protection laws.
- 11.5. All original copies of the details relating to the successful candidate are sent to the Personnel Office for inclusion in the individuals' personal file, together with the application.

## **12. References**

- 12.1. If the interview panel decides that references are needed for one or more candidates, references will be taken up, normally after the interview.
- 12.2. Information sought from referees should be structured around the requirements of the job and the job description should be provided to the referees.
- 12.3. Referees should not be contacted without the candidate's consent.
- 12.4. The information provided should be treated as confidential and should be used only to verify information collected through the recruitment and selection process.
- 12.5. A sample reference request letter can be found (see APPENDIX 3).

### **13. New employees and Probationary period**

- 13.1. New employees work for a probationary period of six months.
- 13.2. New employees receive a well-planned induction training program, during their probation period, in order for them to become fully operational quickly. Further information on induction is available from the Personnel Office.
- 13.3. Just before the end of the probationary period the Personnel Office ensures to receive a signed letter from the relevant Department Head in the case of discontinuation of employment of the employee.

### **14. Simplified recruitment procedure**

- 14.1. For temporary research posts of not more than 10 hours per week and of duration of not more than 36 months, or full time up to 6 months, provided that no further extension will be given, the following simplified recruitment procedure can be applied:
  - Internal and/or external advertising and/or headhunting can be applied at the discretion of the relevant Principal Investigator.
  - Applications will be evaluated by the relevant Principal Investigator and the relevant Department Head (if different).
  - Shortlisted candidates will be interviewed by the relevant Principal Investigator and the relevant Department Head (if different). A representative of the Personnel Office will be in attendance to provide information to the candidate regarding the terms of employment.
  - Once the selection process is finalized, the relevant Principal Investigator and the relevant Department Head (if different), prepare a brief minute on the interviews conducted, which will include a brief justification of the selection made, along with a brief explanation why the rest of the candidates were not invited for interview. This document is sent to the Institute's Personnel Office for filing.
- 14.2. A similar procedure to the above is also followed for temporary posts of not more than 12 months (e.g. in the case of temporary substitution of a sick employee).
- 14.3. Any staff hired using the above procedure cannot be regarded as 'internal staff' as far as the provisions of paragraph 7.3 of this regulation is concerned or 'at risk' as per the provisions of paragraph 7.4.

**APPENDIX 1**

The Cyprus Institute of Neurology and Genetics						
<u>Person Specification</u>						
NAME OF JOB:						
DEPARTMENT:						
DEPARTMENT HEAD:						
REFERENCE CODE:						
DATE:						
		ESSENTIAL CRITERIA	DESIRABLE CRITERIA			
		Qualifications	Relevant Experience	Special skills and knowledge	Languages	
S/N	Name	PhD degree in Bioinformatics or closely related fields	Good practical skills & experience in complex molecular techniques	Proficiency with Unix/Linux	English and Greek	Invite/ Reject
		(Y/N)	(Y/N)	(Y/N)	(Y/N)	(I/R)
1						
2						
3						
4						
5						
6						
7						
8						



## APPENDIX 2

### Interview Evaluation Form

Candidate name:	Date of interview:
Position:	Department:
Interviewers' names & signatures:	Return this form to: <b>Personnel Office</b>

Based on the interview, please evaluate the candidate's qualifications for the position listed above by indicating with an **X** or **√** in the appropriate box. Interviewers are encouraged to use the "comments" section to support each candidate's rating. This form is to be completed during and/or immediately following the interview.

	Essential (E) / Desirable (D) / N/A	Exceeds requirements	Meets requirements	Needs a little more training	Doesn't meet requirements	Not applicable
<b>Education/Training</b> The candidate has the necessary education and/or training required by the position.						
<b>Work Experience</b> The candidate has prior work experience that is related to the position.						
<b>Skills (Technical)</b> Demonstrated to your satisfaction that he/she had the necessary technical skills to perform the job successfully.						
<b>Supervising others</b> Demonstrated to your satisfaction that he/she had the						

necessary experience in supervising others to perform the job successfully.						
<b>Leadership Skills</b> Demonstrated to your satisfaction that he/she had the necessary leadership skills to perform the job successfully						
<b>Interpersonal Skills</b> Communication: articulated ideas clearly both written and orally.						
<b>Teamwork</b> Demonstrated the ability to work well in a team and with superiors, peers and reporting staff.						
<b>Time Management</b> Demonstrated the ability to manage time independently and work efficiently.						
<b>Motivation for the Job</b> Expressed interest and excitement about the job.						
<b>Problem Solving</b> Demonstrated the ability to design innovative solutions and solve problems.						
<b>Professionalism</b> - Demonstrated the ability to provide high-quality services with a sense of personal commitment. - Neat appearance & presentation of CV.						
<b>Overall impression</b>						

**Overall Recommendation**

<b>Further Interview</b>	
<b>Offer</b>	
<b>Reject</b>	
<b>1<sup>st</sup> runner up</b>	
<b>2<sup>nd</sup> runner up</b>	

**Comments:**

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### APPENDIX 3

Dear .....,

**Re: Reference for Mr/Ms .....**

I am writing to request a reference letter for Mr/Ms ....., who has provided us with your name as a referee.

Mr/Ms ..... has applied for the ..... position in the ..... Department, here at The Cyprus Institute of Neurology and Genetics, to work on a research project on ..... The position is available for a period of ..... and experience in ....., is considered an advantage.

To help us in getting systematic information about candidates, we would be grateful if you would include in your reference the following:

- 1) Length of time and under what capacity you have known the candidate.
- 2) The project he/she has worked on and whether you can identify specific skills that are particular to our position.
- 3) The candidates' greatest strength(s) as well as their major area for development(s).
- 4) Career aims of candidate and how our position would fit these aims.

Lastly, we would appreciate it if you would let us know whether you are willing to be contacted for further information.

Please send the letter to me to [Personnel Office representative's email address] and a copy to Dr ....., head of the above mentioned department, to ..... the latest by ......

Many thanks in advance.

With best regards,

## APPENDIX 4

### Declaration by persons involved in the selection of staff

I hereby declare that I will act impartially and I will uphold confidentiality in the performance of my duties relating to the selection of staff. In case I have any personal relationship or any by blood or marriage kinship (up to the fourth degree), I must reveal the relationship or kinship and withdraw from the selection procedure.

Name: .....

Signature: .....

Date: .....