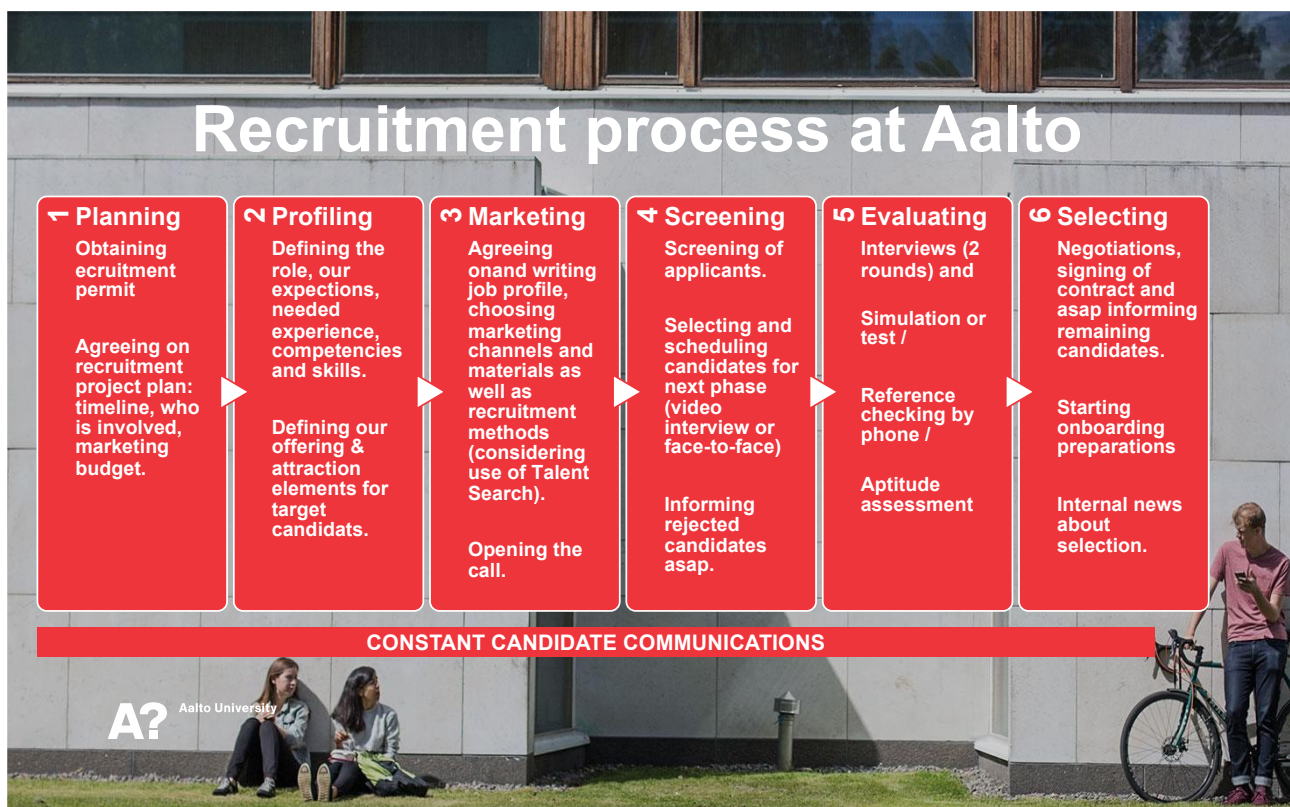


RECRUITMENT MANUAL FOR SUPERVISORS

Congratulations! You are about to recruit a new member to our community.

In recruitments, the goal is to choose a suitable person for each position, and to provide everyone involved a rewarding positive experience. Successful recruitment is based on solid project planning, clear knowledge of the role as well as what we have to offer for candidates, as well as active communication with candidates. Your unit HR professional partners tightly with you in all recruitments, working together towards an efficient, productive, positive and smooth process.

At Aalto, our recruitment process is the following:



Tools and templates supporting you in successful recruitment are available [here](#).

Checklist for a successful recruitment process

- Solid project planning and agreeing on recruitment project plan with your HR; schedule and calendar bookings at the start of process, budget, owner, responsibilities and stakeholders.
- Clear definition of job profile: needed experience, knowledge, competencies and skills. What is needed now, and what is becoming more important in the near future?
- Attractive job description and wide marketing of position. Stating expectations and what makes the job meaningful, being creative in where and how to find the best candidates (recruitment methods and channels)
- Active communication with candidates, building dialogue and providing a positive experience.
- Quality candidate assessment through multiple valid methods.
- Treating all applicants equally and fairly. We discuss our own biases in favoring candidates alike us, and make the selection purely based on the criteria determined.

Start of Process

The first step is to contact the HR professional in your own unit to ensure a formal permission to recruit new staff. After this, you together draw up a recruitment plan, including:

- title, key tasks, expectations, needed experience, knowledge, skills and personal characteristics
- what we have to offer to candidates; what makes the position and Aalto interesting for an ideal candidate
- schedule for the recruitment process and calendar bookings,
- recruitment methods and marketing channels,
- application period, and
- salary level and benefits

The next step is drawing up a job description based on these. The selection criteria will steer the recruitment process all the way to the final selection, which is why it is essential to define these criteria carefully. Discuss what's a "must" what is a "nice-to-have".

It is equally important to clarify what makes the position interesting and meaningful for the ideal candidate. These key attraction arguments are then used throughout the recruitment process, inspiring the best possible candidates to apply for the position.

Marketing the Position

The purpose of the job advertisement/ announcement is to attract interest within the candidate segments being targeted. The aim is to give a truthful image of the open position and our organisation that would evoke interest among applicants. Job announcements are always published in English, with at least a short accompanying description in Finnish.

A good job announcement includes the following elements:

- a short description of the organisation and the job title
- what are we offering and what makes the position interesting
- a clear and realistic task and goal description
- the abilities and characteristics expected of the applicant
- how to submit applications, deadline for applications and workplace location
- instructions on how to get further information and the relevant contact information

We want to attract diverse candidates in order to get the best talents to join our community. Write the job posting and select the visuals so that they attract underrepresented candidates. An easy way to make sure that the job posting's language does not favor certain gender, is to use Gender Decoder (<http://gender-decoder.katmatfield.com/>).

All open positions are announced through Saima recruitment system on aalto.fi. Other marketing channels are selected in accordance with where the target audience can be found. Your HR will support you in selecting channels. Remember to take into account passive candidates when choosing marketing channels; networks and social media channels in particular give access to candidates than are not actively seeking new work but may be very open to new opportunities. Aalto has access to Finnish and international advertisement portals (Oikotie, Monster, Researchgate, LinkedIn, Academic Positions and Academic Keys), but in addition to these, field-specific channels are often very efficient. It is useful to

activate the whole work community in social media, on email lists and in other networks for spreading the word on the position. In Finland, Oikotie, Monster and Duunitori offer targeted social media marketing campaigns that are worth using especially when looking for talent in the Finnish market.

Executive search can be used when there is shortage of talent for the role in the market, and/or the target candidate segment needs to be personally engaged for the position. This means that potential candidates are identified and contacted directly. Our in-house Executive Search service Talent Search is available, or external partners can be used (Personnel and in academic recruitments, Perret Laver). Ask you HR more.

Screening candidates

It is worthwhile to start assessing the applications even before the application period ends. Screening is done with the defined key criteria clearly in mind. You can divide the applicants into three categories: the ones to be invited to the interview, the ones to be possibly invited to the interview, and those clearly unsuited for the job (yes, maybe and no).

If you have a larger amount of good candidates applying, consider using a video interview round before face-to-face-interviews. These are an efficient and informative way of reducing the number of applicants while getting more insight into the candidate's personal characteristics. We have at our disposal an easy-to-use Recright video recruitment tool. Again, your HR will help you with practicalities.

Candidate communications

We want to create a positive feeling with active, personal, relaxed and considerate communications with candidates throughout the process. Furthermore, internal communications of the recruitment is considered in advance, and in recruitments where a wider working group is involved, the group is kept well informed. In addition to Saima as a project management tool, Teams is recommended for establishing a recruitment project. This way unnecessary emailing can be avoided and materials are stored neatly in one place.

Scheduling and arranging interviews

The candidates are invited to interviews personally – a phone call is the best method, because you get a chance to engage the person more into the process with starting to build a personal bond, and you already get a sense of the candidate's level of interest when hearing their reaction to the invite.

It is best to interview with others, not solo, the recruiting supervisor and the HR partner being a typical interview team. For making quality evaluation possible, it is best to have someone to compare notes with, and as a bonus the candidate gets to meet more potential future colleagues.

Sufficient amount of time should be reserved for the interviews, at least one hour per candidate, followed by a 10-15 minute joint reflection and quick evaluation of the candidate. Candidates are informed beforehand about who they will meet and welcomed warmly by us. Always offer a cup of coffee or tea at least - it's the small things that make people feel welcome.

Informing the applicants

The HR partner is responsible for carrying forward the recruitment process, including ensuring the candidates are continuously informed about the stage of the process. The candidates not selected to

continue the process are informed about this immediately after the decision, and in a kind, personal and encouraging way. The supervisor or chair of the working group calls the candidates who have been interviewed to let them know of not continuing in the process, or of our will to get them onboard. Informing candidates in a friendly and personal way builds candidate satisfaction, and ensures future candidate pool (because candidates share their feelings about the recruitment process in their networks, spreading an image they get about us). Giving feedback is always recommended.

Evaluating candidates

Interviews

The interview is a dialogue where the candidate gets more understanding of the position, and we get more perspectives on whether the candidate is suited for the position. We often use more than one round of interviews, giving more attention to the best candidates and providing a larger group of people (future supervisors and colleagues) a chance to meet them. Starting the interview with a friendly small talk will relax the candidate and make evaluation easier.

Reliable interviews are founded on a standard interview question template, with additional follow-up questions used. The interview questions ideally focus quite heavily on the candidate's concrete earlier achievements. These achievements are the best predictor of success in the job you are interviewing for. So, avoid sticking too much on hypothetical "What would you do in situation x" -questions. Make sure to focus on the candidate's motivation factors as well. Don't be shy in asking further questions and clarifications from the candidate. By digging deeper you can understand the candidate's strengths and development areas. Listen at least 80 % of the time, and take notes of key observations. Finish the interview with a positive note, and informing the candidate clearly about next steps and for when they can expect to hear from us. To create extra positive feeling, you can send an email or whatsapp message on the following day, thanking the candidate for a good discussion.

References

Next, we ask the top candidates for references from their current or former positions. The references often give valuable additional information for assessing the candidate's suitability for the role. For example, the following questions can be asked from those giving references:

- For how long and in what capacity have you been professionally involved?
- How would you describe the candidate's competences and strengths?
- What have been the key achievements of the candidate in his or her former position?
- For what kind of a role is the candidate best suited for, in your opinion, and why?
- What areas would the candidate need to develop in himself/herself professionally?
- Would you re-recruit the candidate? If not, please explain why?

Aptitude assessment

Aptitude assessment is an excellent way of getting a deeper picture of the applicants assisted by an external expert. The assessment gives valuable additional information on motivation, leadership skills and fit for the role and the work community. Typically, the top one to three final candidates are assessed. For equality's sake, the assessment should be made on all the finalists, even if some of the applicants are familiar to us in advance. Assessments can be used in the recruitment of both service personnel and academic staff, excluding professor recruitments. The assessment provides additional

information for supporting the selection decision, but does not serve as selection criteria by itself. Ask your HR for support in this.

Simulations or tests

Tests that simulate a real task or a situation in the given role are one of the best means for evaluating suitability for the role. These tests are conducted at the very final stages of the process for the top candidates. After the test is done by the candidate, the supervisor and others involved go through it with the candidate in a positive and encouraging way. For ideas about tests, discuss with your colleagues and/or HR. A suitable test or simulation should mirror as closely as possible a task or action that will be part of the position in question. If aptitude assessments are made, you can also ask the assessment consultant if simulation test can be included in the assessment day – this way you won't need to take care of the arrangements.

Ending the process

The selection is based on overall evaluation, taking account of the applicant's professional background and capabilities, personal characteristics and potential, as well as their motivation and fit for the role and Aalto community. The applicants are evaluated and compared according to the requirements and qualifications defined in the job description. You can use an evaluation template for comparing candidates to the defined key criteria - this is available from HR and can help you with decision making.

All applicants who reached the final round are informed about the final selection by telephone by the supervisor immediately. This leaves the applicants with a good impression of us, and they get a chance to inquire about the grounds for the final selection. Giving feedback is appreciated by candidates, and encouraged.

When the recruitment decision has been made, we congratulate the new employee and warmly welcome them to Aalto! Remember to make a number out of the new employee joining – it's a big deal for an individual person to change jobs.

Make sure to have the salary and terms discussed before, not after to avoid any surprises. For momentum to stay in the process, the selection is made very soon - preferably only a few days after the last phase in the process. After this, an agreement on the start of work, terms of employment, practical issues and orientation is made with the selected candidate. The HR Services is responsible for informing the work community and unit about the decision. The HR together with the supervisor now can start planning the onboarding period.

A written employment contract is drawn up for every employee by the unit's HR team.

So there, now we have a new member in our community!