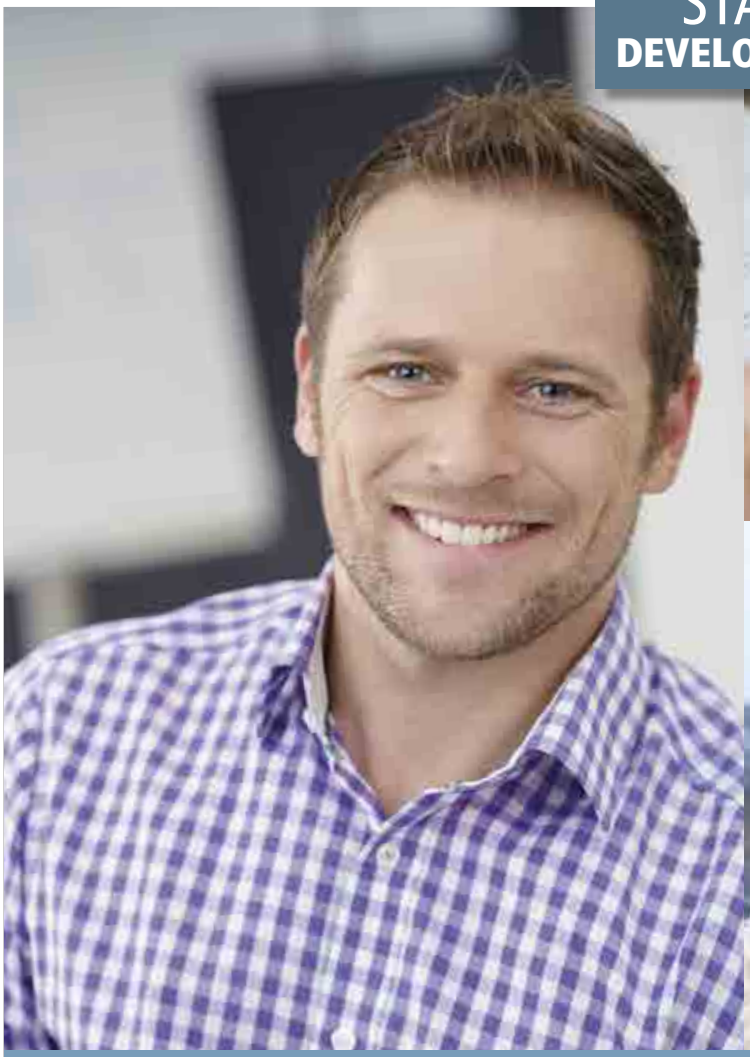
STAFF
DEVELOPMENT



ATTRACTING AND RECRUITING STAFF

www.petuv.uni-koeln.de
www.pewiss.uni-koeln.de

University of Cologne

ATTRACTING & RECRUITING STAFF

Dear managers,

When it comes to addressing the challenges of the future and achieving our ambitious objectives, our current and future employees play a crucial role. Particularly during this demographic shift, in which it is becoming more and more difficult to attract the right people for an organisation, the qualified and systematic selection of personnel is of great significance. Based on our conviction that an organisation can only be as outstanding as its employees, staff selection is one of the most important tasks of our managers.

We would like to support you in fulfilling the responsibilities of this task.

The brochure ATTRACTING & RECRUITING STAFF provides an overview of the systematic selection and hiring process at the University of Cologne. In addition, forms, checklists and sample letters are available to you online. Training and advice related to the topic of ATTRACTING & RECRUITING STAFF are also on offer from our departments Staff Development for Technology and Administration (Department 42) and Academic Staff Development (Department.43). The University of Cologne campaigns openly for the selection of personnel under consideration of diversity and gender aspects.

We wish you every success in selecting staff and would like to thank you for your commitment!

Prof. Dr. Axel Freimuth
Rector of the University of Cologne

Dr. Michael Stückradt
Chancellor of the University of Cologne

What ATTRACTING & RECRUITING STAFF provides

- Provision of a uniform, university-wide staff development tool for all managers that also takes target group-specific differences into account
- "Step-by-step" guidance, from establishing the job to integrating the new employees
- Enhancing employer attractiveness by means of a professional and winning recruitment process
- Facilitating the selection of staff through the transparency of the process and clear allocation of responsibilities
- More certainty and quality in personnel selection decisions by structuring and systematizing the entire selection process, including decision making
- Provision of forms, samples, checklists and correspondence on the Internet
- Support through training offers – open or target group-oriented
- Further development on an ongoing basis through your feedback and our experience

We would welcome your feedback!

ATTRACTING & RECRUITING STAFF
PROCESS STEPS

1 | THE POSITION
PLANNING, FINANCING, ALLOCATION

PROCESS STEP

As a first step in the personnel selection process it is recommended that you create a time plan for the entire process. With the time plan you can plan your personnel selection process realistically, adjust it if necessary and maintain an overview of all necessary processes.
The two sub-processes **FINANCING** and **ALLOCATION** are located in the departments 41/Faculty and Staff Management, 61/Financial Controlling and in Division 7 / Research Management. You will find further information on this on the websites of the individual departments.

RESPONSIBILITY

Manager

WHAT YOU NEED TO KNOW

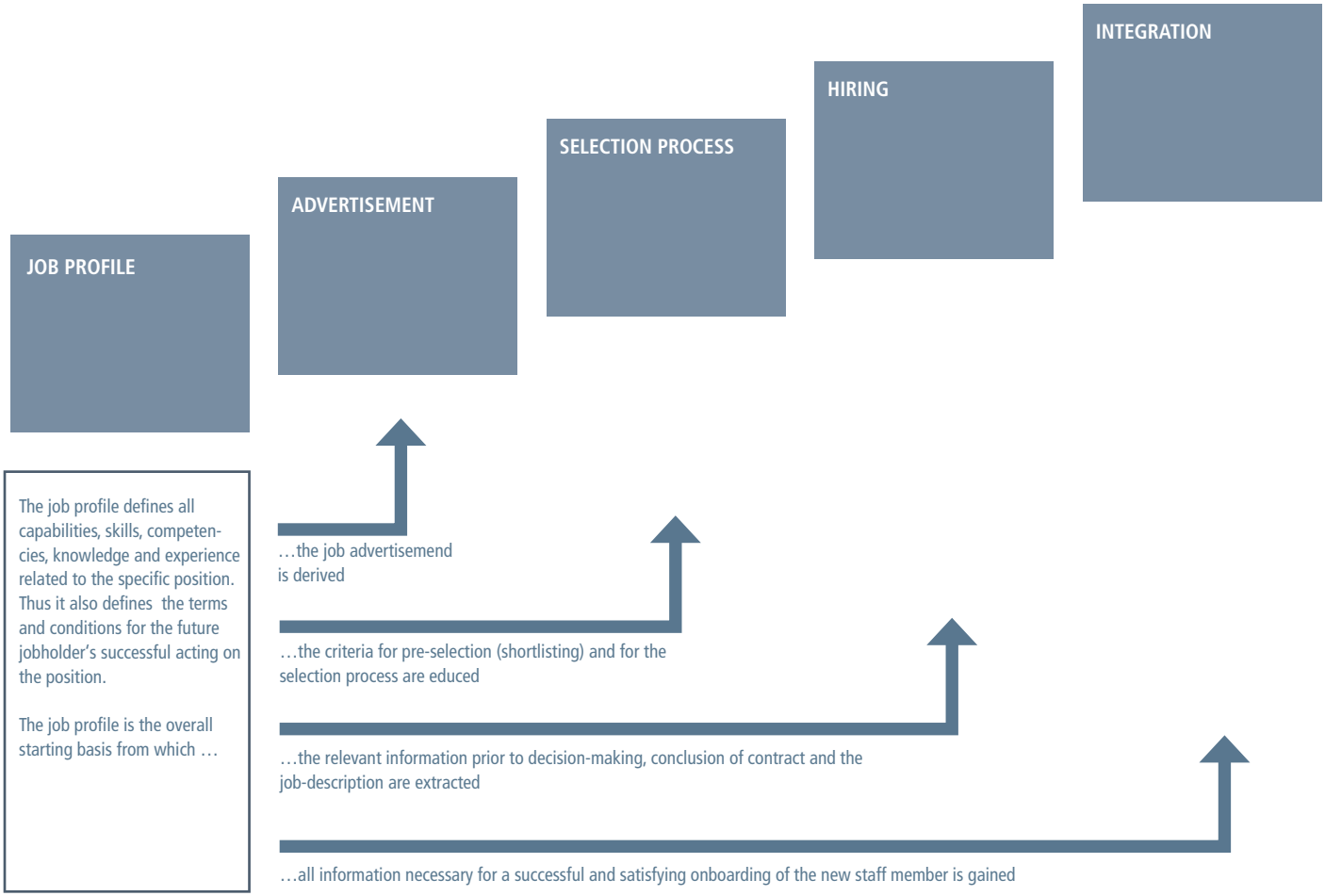
Before each job posting, usually the job classification or pay scale grouping needs to be clarified. For this purpose the job and task description is needed. If the position is to be filled for only a temporary period, the prerequisites for the time limits also need to be clarified in advance.
For administrative and technical staff positions, the allocation process of the Staff Requirements Work Group *("AG Personalbedarf")* applies. The provisions of the civil service position classification *(Regelungen der Dienstpostenbewertung)* apply for permanent officials in administration.

Before the job posting it needs to be clarified for the financing:

(1) From what central and/or decentralised funds is it intended to finance the position (central budgetary funding, external funds, project funds, Quality Improvement funds or special funds, other funds, mixed financing)?
(2) Clarification of the allocation of funds by, e.g., dean's office, institute, Division 7/Research Management, Division 6/Financial Management
(3) If the funds are not available for the planned period of employment, how and when will other funds be generated and/or who/which office is responsible for the shortfall?

If all these preconditions are met, the actual hiring process later is less onerous and can be dealt with more rapidly.

THE SIGNIFICANCE OF THE JOB PROFILE THROUGHOUT THE ENTIRE RECRUITING PROCESS



2 | JOB PROFILE

PROCESS STEP

The next step is creating the job profile for the position to be filled. Here you identify and define the specific characteristics, skills, knowledge and competencies that the jobholder requires to successfully handle the duties of this position. The job profile is the basis for the job, task or civil service position description.

The job profile consists of the following components:

1. Framework and tasks of *the position*

- Designation of the position (clerk, aide, head of department, etc.)
- Organisational allocation (department, institute, etc.)
- Permanent/temporary position (time period, duration of time limit)
- Full-time/part-time (number of weekly working hours)
- Employee group (e.g., civil servants, employee under the collective bargaining agreement)
- Classification (pay scale grouping)
- Description of tasks and their percentage share
- For academic staff positions: particular attention to be paid to the provisions of the LVV (Teaching Assignment Directive) and the WissZeitVG (Academic Fixed-Term Contract Act)

When staffing a management position in the central administration, the job descriptions for heads of departments and specialist areas (tasks/responsibilities/competences) must be observed.

2. Requirements and competencies of *the individual*

From our experience, **six to max. eight competencies** suffice to successfully fill a vacancy. These competencies form the basis for the later assessment of the applicants in the selection process.

Using the "job profile" form *(Anforderungsprofil)* you establish

- Experience, knowledge and skills (e.g., education, job experience, specialised knowledge, IT skills and required language skills according to the Common European Framework of Reference for Languages A-C, etc.), as well as
- Competencies (social, personal, methodological competencies, work methods and, if applicable, managerial skills) that are needed to successfully handle the duties of this position.

3. Criteria for the job profile for academic positions can be:

- Academic achievements/tasks/activities from letters of reference
- Diversity and years of job experience
- Publication record – overall and/or with special attention paid to being the first or sole author
- Number and success rate of applications for third-party funding
- Teaching experience
- Dedication and experience in academic self-management
- Competency in managing interfaces – digital competency, gender & diversity, etc.

4. Formulating job-specific questions ("must-haves"):

At this juncture it is advisable to formulate up to three questions that you derive for this job from the job profile. You can then save these questions in the applicant management system (BMS). Please define only questions that relate to essential key requirements from the future jobholder(s). In this way, you can later prioritise the applications received more easily.

5. Methods and tools to identify the requirements:

- List the activities/tasks of the job (scope and type of tasks, degree of autonomy, internal/external interaction, physical requirements, technical capabilities, underlying conditions, etc.)
  This is also known as "critical incidents method".
- Involvement of experts (for example, former jobholders, colleagues, managers, students, etc. can expand your perspective on the job requirements)
- Compiling ways of working that are critical to success (What ways of working have proven to promote or impede success for earlier jobholders? What alternative methods would have been more appropriate?)
- What conclusions and concrete requirements can be derived from the analysis?

2 | JOB PROFILE

RESPONSIBILITY

Manager

WHAT YOU NEED TO KNOW

You will find further information and forms here:

Department 41/Faculty & Staff Management: www.verwaltung.uni-koeln.de/abteilung41
Department 42/Staff Development for Administrative and Technical Staff: www.petuv.uni-koeln.de
Department 43/Academic Staff Development: www.pewiss.uni-koeln.de

You can inform yourself about current development opportunities related to the topic of personnel selection in the training programme of the two Staff Development Departments and also sign up for events.

3 | ADVERTISEMENT

PROCESS STEP

You now formulate the draft of the job advertisement on the basis of the job profile. The execution, checking and publication of all job advertisements at the University of Cologne is carried out solely by **Department 41/Faculty and Staff Management in Central Administration.**
The University of Cologne has its own applicant management system (BMS) that you can access using your own UniKim access data. Link: https://application_management.uni-koeln.de/
You can receive further information from the Department 41.1/Applicant Management team.

Before publishing a job advertisement, the **consent of the interest groups** (see the heading "Good to know" at the end of the brochure) must be obtained. This is mandatory and is carried out automatically by Department 41/Faculty and Staff Management.

Please plan sufficient lead time for this formal process step before the actual job advertisement.

It may happen that a vacant position can be filled without a prior public job advertisement – for instance, with an individual who is ideally suited and qualified to fill the position. This so-called "waiver of advertisement" also requires approval. It can be presented to the staff council together with the hiring. Department 41/Faculty and Staff Management supports the process.
Please note, however, that the University is in principle committed to publicly advertising all positions.

You will find further information on the website of Department 41/Faculty and Staff Management.

RESPONSIBILITY

1) Manager
2) Department 41/Faculty and Staff Management in Central Administration

WHAT YOU NEED TO KNOW

All job advertisements are to be in a uniform layout to increase recognition and enhance the University of Cologne employee brand. This makes it easier for you at the same time to draft the text of an advertisement. Templates are provided for all faculties in German as well as in English.
An e-mail address is needed to process applicant communication using the applicant management system (BMS). If you would like to use a functional e-mail address (e.g., bewerbung.abtxy@verw.uni-koeln.de), you can apply at the 01/Information Technology staff office to have it set up.
For further information please see on the website of Department 41/Faculty and Staff Management.

4 | SELECTION PROCESS
ORGANISATION

PROCESS STEP

This section is about organisational planning of the selection interviews.

In our experience, it is recommended to organise the assessment days in a timely manner: ideally before the job advertisement, but at the latest when publishing the job advertisement.

Please remember to inform all persons involved in the selection process in a timely manner about your specific time planning. Due to the high number of personnel selection processes at the University of Cologne, the interest groups ideally require a four-week planning period and cannot react to meetings scheduled at short notice.

Important:
the Staff Council for Administrative and Technical Staff (PR TuV) meets on Tuesday afternoon; please do not schedule any selection interviews for administrative and technical staff in this time frame. The same applies for the sessions of the Academic and Artistic Staff Council (PR Wiss), which are held every two weeks on Monday afternoon.

RESPONSIBILITY

Manager

WHAT YOU NEED TO KNOW

Once you have advertised the job in the applicant management system (BMS), the system will automatically send a confirmation of receipt.
If, in addition, you would like to announce the date of the job interviews in a timely manner, you can send another e-mail using the BMS. Applicants who are not able to attend the interview at the time announced (due to, e.g., vacation, planned admission to hospital) can also then confirm in a timely manner. This facilitates your planning and is also expedient in the context of the special provisions for people with severe disabilities and people entitled to equality of opportunity.

4 | SELECTION PROCESS
RECEIPT OF APPLICATIONS AND PRE-SELECTION

PROCESS STEP

If you have advertised the job using the applicant management system (BMS), applicants will receive a standardised confirmation of receipt via the BMS. The collection of all applications received also takes place automatically, and you can get an overview electronically in the form of an overview table. This table also serves as a source of information upon applying filter functions. Nonetheless, each individual application needs to be screened and compared with the job profile from the job advertisement.

Important: After the deadline for applications has elapsed, activate this overview table about all applications received for the interest groups! … This is enabled by the BMS if an application includes the entry "Severely disabled/Entitled to equality of opportunity" field provided. In addition, the respective staff council is to be informed explicitly about internal applications. This also occurs automatically in the BMS if the application is marked as "internal".

Please note the following **rights of involvement of the interest groups in this phase of the process:** applications from severely disabled persons and persons with an equivalent status are to be forwarded immediately to the representative of severely disabled persons *("Vertrauensperson der schwerbehinderten Menschen")*. The respective staff council is also to be expressly notified about internal applications.
Upon comparing them with the requirement criteria defined in advance, the applications received can be divided into three categories:

A applications – suitable to fill the post
B applications – partially suitable
C applications – not suitable

A **telephone call** can be a logical complement to efficient pre-selection. The aim is to request documents that are lacking or to realistically assess ideas about the desired salary. In the following step, you invite the suitable candidates to the personal selection process.

RESPONSIBILITY

Manager

WHAT YOU NEED TO KNOW

As a public employer, the University must abide by specific stipulations for severely disabled persons, in particular: if these candidates fulfil the formal prerequisites of the job posting (for instance, only the completion of a vocational training matters, the actual grade is unimportant), they are to be invited. This also applies if the applications are received after the deadline for submission of the applications. If they are unable to attend, alternative dates are to be offered for the interviews (within the limits of what is reasonable).

4 | SELECTION PROCESS
SELECTION INTERVIEWS

PROCESS STEP

Structured selection interviews

To ensure comparability and objectivity of the assessment, selection interviews are conducted in as standardised a form as possible. The structure reflects the prior definition of the job profile and the specification of the way the necessary information is gathered from the applicants (work samples, questionnaire, question techniques, etc.).

The components are:

1. The structured interview

The aim is to clarify the professional and personal suitability of the applicants and their expectations and questions. It lasts approx. 45 to 60 minutes. For the interview, prepare an interview questionnaire on the basis of the job profile that provides the structure to conduct the interviews. This defined list of questions is posed to all applicants. You will find a template for compiling the questionnaire and sample questions on the staff development websites. The structured interview is a list compiled individually for each selection process with questions that you talk through with all invited applicants.

Possible modules of this list can be:

(a) Critical situations that are particularly relevant for success
assumption: Past successful conduct in professional situations is a good predictor for similar conduct in future situations

(b) Occupational biographical questions
With targeted questions, the applicants' motivations are determined, their goals become apparent, etc.

(c) Situation-based questions: "What would you do if ..."
assumption: People act in accordance with their objectives and intentions; getting to know the motivations, objectives, intentions behind the conduct

2. Integrating work samples (presentation, role play, test and the like)
Requirements-based exercises are a valuable complement to an interview. Applicants can in this way be experienced beyond their own accounts in concrete work situations and/or requirements and give a first sample of their work. For this purpose, it is necessary to prepare a specific issue or task that is typical for the future everyday life at work. What is also important here is handling the exercise uniformly to ensure the comparability of the suitability for the position to be filled. You will find additional tips on this online.

3. Deploying a standardised assessment form on the basis of the job profile developed
To ensure that all observers involved in the process are oriented towards the defined required criteria, the next step is to draft a standardised **assessment form** on the basis of the job profile developed. Please send the following documents to **all persons involved in the selection process with sufficient lead time**:

- time plan of the interviews
- job description
- application documents
- interview questionnaires, poss. incl. work sample
- assessment form of the individual interview
- complete evaluation of all interviews of the applicants invited

All committee members who can access the job advertisement in the BMS (status: "Committees") automatically have access to the application documents. This dispenses with manually forwarding application documents, as is still necessary when using the conventional procedure.

Manager

RESPONSIBILITY

4 | SELECTION PROCESS
DECISION

PROCESS STEP

After the interview (poss. plus requirements-based exercise, work sample, etc.) each applicant will first be assessed in terms of the job profile by each member of the selection committee using the assessment form and then, if applicable, discussed in the selection committee. These results will be compiled in the complete evaluation after the conclusion of all interviews. Ideally, out of this complete evaluation will arise a clear vote in favour of one candidate. Otherwise, a second interview can possibly be conducted. If several persons are equally suitable, please note the preferred hiring of women and severely disabled persons.

With the results of its evaluation, the selection committee gives the responsible manager a recommendation on filling the position. He or she decides whether to follow this recommendation or with what rationale he or she may, if need be, deviate from it (e.g., because of a poor fit with the team).

The decision-making authority on staffing the role thus remains with the manager. Thereafter, the manager can give a verbal offer to the applicant selected – subject to the approval of the interest groups.

After conclusion of the selection process, those applicants eliminated will receive a rejection letter that you can also send directly from the BMS.

If none of the applicants emerges as suitable from the selection process, the selection process is to be ended, possibly followed by a new job advertisement and a new selection process.
If you have invited severely disabled applicants to the selection process but are not considering hiring them, please explain your decision in writing to the representative for severely disabled persons *("Vertrauensperson der schwerbehinderten Menschen")*. Please also present this explanation together with the documents on the hiring to Dept. 41/Faculty and Staff Management.

RESPONSIBILITY

Manager

5 | HIRING

PROCESS STEP

The hiring process is conducted by the clerks in Department 41/Faculty and Staff Management *in Central Administration*.

After you have submitted the **request for employment with complete documents** to Department 41/Faculty and Staff Management, the clerk in charge will examine the documents, obtain the consent of the interest groups and draft the contract. Upon signing the contract, this sub-process ends.

You will find further information on the hiring process on the website of Department 41/Faculty and Staff Management.

RESPONSIBILITY

1) **Request for employment**: Manager
2) Handling the **hiring process**: Department 41: Faculty and Staff Management in Central Administration

WHAT YOU NEED TO KNOW

Retention periods:
The destruction or deletion of the applicants' data takes place six months after the contract is concluded.
The respective manager is responsible for this in accordance with legal Data Protection regulations.

6 | ORIENTATION

PROCESS STEP

The successful orientation of new employees and their integration into the existing team already begin before the first working day. The entry process can be divided into three phases:

Phase 1 **The time until the first working day:**
A structured job starting process prepares everyone involved for the new team member and conveys to the new employees that they are already part of the team and have contacts.

What needs to be done before the first working day?

- Inform the existing team about the new colleague's start
- Draft a checklist for the start and an orientation plan for new employees
- Prepare workplace, if possible appoint a mentor, and instruct in the responsibilities thereof
- Contact the new employee at the latest one week before the first working day and provide information on how the first day will be structured

Phase 2 **The first working day:**
The cornerstone is laid for working together successfully with a well thought-out first working day. In addition, the new team member learns: we are well-prepared and you are most welcome!

What are some of the things you should think about for the first working day?

- The manager personally receives the new team member, introduces him/her to his/her colleagues and shows him/her the premises and facilities
- Getting to know the sponsor
- Information about the orientation plan, organisation and work equipment

Phase 3 **The first 90 days:**
The orientation plan for new employees provides the basis for the manager and the new employee for systematic integration and orientation.

- In the first weeks, it makes sense to gradually conduct a series of appointments to get to know both the colleagues on the team and other players at the University who are relevant for the work. Here too the mentor can provide support.
- The manager should schedule and hold regular feedback meetings with the new employee, particularly during the first 90 days.
- Arriving in the new organisation is made easier for staff in technology and administration by participating in orientation events that take place on a regular basis.
- The new employee should receive an overview of offerings for (new) employees at the University of Cologne (offerings from Staff Development, UniSport, International Office, Dual Career & Family Support, etc.)

And then ...?
After the first three months, a joint review and outlook is recommended:
How were the first 90 days? What is going well, and in what areas do the employee and the manager express wishes about future collaboration?

Manager

„GOOD TO KNOW!“
CONTACT POINTS AND SOURCES OF INFORMATION AT THE UOC IN TERMS OF ATTRACTING & RECRUITING STAFF

- **The Position**
  Planning, Financing, Allocation, Advertisement, Hiring
  Department 41/Faculty and staff managmeent:
  http://www.verwaltung.uni-koeln.de/abteilung_41

- **Applicant management system (BMS)**
  Department 41.1/Bewerbungsmanagement
  https://bewerbungsmanagement.uni-koeln.de

- **Staffing administrative positions**
  Department 42/Staff Development for Administrative and Technical Staff:
  http://www.petuv.uni-koeln.de

  Financing of administrative position:
  Department 61/Financial Controlling
  http://www.verwaltung.uni-koeln.de/wirtschaft_und_finanzen

- **Staffing academic positions:**
  Department 43/Academic Staff Development:
  http://www.pewiss.uni-koeln.de

  Financing of academic positions:
  Division 7/Research Management:
  http://www.verwaltung.uni-koeln.de/forschungsmanagement

- **Family-friendly university:**
  Department 45/Dual Career and Family Support (CFS):
  http://www.verwaltung.uni-koeln.de/cfs

- **Interest Groups**
  Staff council for administrative and technical staff (PR TuV):
  http://www.verwaltung.uni-koeln.de/personalrat

  Academic and artistic staff council (PR Wiss):
  http://www.prwiss.uni-koeln.de

  Representative of severely disabled persons
  http://www.verwaltung.uni-koeln.de/sbv

  Gender equality officer:
  http://www.gb.uni-koeln.de

- **Gender & Diversity**
  http://www.vielfalt.uni-koeln.de

- **International Office / Division 9**
  http://www.international.uni-koeln.de

Photos:
Titel: contrastwerkstatt, Rido (Unterzeichnung), Fabian Stürtz (Laborszene) | S. 2: format 2d | S.17: rawpixel / shutterstock.com | S. 18: fox – Fotolia.com

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