



TRANSPARENT SELECTION PROCEDURE at BUT

Selection procedures at Brno University of Technology are governed by applicable internal legislation: [BUT Selection Procedure Rules](#), which are in accordance with the HRS4R or [the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers](#), as well as [the BUT Code of Conduct](#).

COMMISSION

The composition of the selection panel is critical to the selected candidate's subsequent recruitment and involvement in the organisation. For this reason, it is essential that the immediate supervisor or deputy supervisor of the prospective employee participates in the selection process and also that he/she has a decisive say in the selection. The line manager is the one who will continue to work with the employee, coordinate his/her induction and professional development, introduce him/her to the rest of the team and deal with any failures and problems. Therefore, it is essential that during the selection process the future supervisor is able to imagine how he/she will be able to work with the selected candidate, so that he/she has confidence in his/her abilities.

The members of the committee must maintain confidentiality in all aspects of the selection process and must not disclose any details about applicants or discuss aspects of the selection process with any person who is not a member of the selection committee, except for relevant staff within the HR department.

If a candidate is promoted in the selection procedure against the will of the future supervisor, this will not create a trust in working together and cooperation may be very difficult to achieve.

PREPARING FOR THE SELECTION PROCESS

General information on preparing for the selection procedure

Tips - [Selection Process](https://www.toppr.com) (source: <https://www.toppr.com>)

You should have a separate room (office) set aside for each interview. Pass-through rooms where you are constantly disturbed by the activities of others are inappropriate. This busyness detracts from attention and you may miss some essential information from the candidate. The interview room should be clean.

Be sure to turn off your cell phones and do not look into them or leave the room during the interview.

The chairman of the selection committee concludes the selection process with a summary of important information (response date, possible start date, salary, ...).

Arrange a "signal" in case there is no point in continuing the interview. In spite of all efforts, the interview may show that the candidate is definitely not the right one. It is not possible to make a general recommendation on whether it is better to tell the candidate directly or to use a signal and cut the interview short. It depends on the situation and the individual perception of the candidate

The role of the HR representative is an administrative one in the selection process and also ensures the greeting as well as the arrival/departure of candidates. Attendance is therefore recommended.

INTERVIEW WITH THE CANDIDATE

Introduce yourself, outline the programme of the selection procedure.

1) Have a concrete idea of the optimal candidate

Before the interview, you should already have a concrete idea of what the optimal candidate should be like. You can create a simple spreadsheet in which you enter all the requirements (whether for education, skills or personality). For each candidate, you can then tick which ones they have and haven't met.

2) Don't neglect to study CVs and cover letters

It is a fundamental mistake to underestimate the importance of studying the documents (CVs and cover letters) of candidates. It is important to have at least a general idea of all candidates before the interview. Therefore, read their most important work experience, but also their motivation for applying for the job.

3) Check references

Be vigilant and think about the references the candidate has listed on their CV. It is better if they mention a former supervisor than a colleague (friend) with whom they have an arrangement. However, experienced recruiters/committee members will know from the call whether the reference is relevant or not.

4) Start the interview with an informal question

To break the initial tension and nervousness of the candidate, start the interview with an informal question. Ask what his/her journey was like or whether he/she found your institution well.

5) Ask the right questions

Asking good questions is one of the most important parts of a job interview.

Avoid questions of a personal nature:

- What is your marital status?
- Do you plan to have children in the next few years?
- How do you have childcare arrangements?

Or:

- Where do you see yourself in 10 years?

ASK:

- How have candidates functioned in previous jobs
- What projects have they done
- What was the most challenging thing they had to do for their supervisor or the company
- What they (dis)like to do in their job

6) Be neutral

As chair/member of the selection committee, you should be able to remain neutral. Therefore, do not give the candidate a premature indication that you will or will not accept him/her. Listen well to him/her and avoid judging his/her opinions. Remember to be positive and friendly.

7) Personal interview

Depending on the type of position in which the candidate is expected to work, questions and additions are in order regarding:

- studies
- previous work experience
- what the candidate expects from the new job
- what is the candidate's motivation
- filling in any ambiguities in the CV and other questions that arise after studying the CV

8) Don't put too much importance on first impressions

- **Some candidates can be very nervous about the interview and spoil their business card. Unless appearances are one of the requirements for the position, don't make first impressions a priority. You could unnecessarily eliminate suitable candidates.**

9) Say things honestly and openly

It is important to be honest with the job candidate and answer questions openly. Do not withhold any information. Act in accordance with the principles of assertive communication and ethics.

Selected principles of assertive communication:

- **Be calm**
- **Speak reasonably loudly and quickly, clearly and to the point**
- **Maintain "direct" eye contact**
- **Speak only for yourself, not the entire committee, express your own opinion**
- **Don't be afraid to say "I don't know", don't make assumptions or speculation, only facts**

10) Be specific

Candidates often want to know what project they would work on and with whom. Furthermore, what they would learn in the position and how they could develop. If you are this specific with them, they will get a better idea of what they would expect in the job and whether the offer is interesting enough for them.

The same goes for questions to ask candidates. What specifically were they responsible for in their previous job? What results and achievements did they achieve?

11) Take notes

Make careful notes of anything that strikes you about the candidate or that might indicate that they are not suitable for the role. Feel free to take notes directly on the candidate's CV. You can take brief notes directly during the meeting, as long as you don't disrupt the flow and continuity of the interview. It's a good idea to try to structure your notes straight away to save yourself work later. You can:

Summarise all the potential pros (reasons why the collaboration should work) and cons (the opposite).

Alternatively, label the notes straight away with tags such as "plus" and "minus". However, we don't recommend using explicit "+" and "-", especially if the candidate sees your hand.

Write down the main criteria in advance and sort the information you learn about the candidate directly to them.

12) Don't make unrealistic promises

It's a big mistake to try to lure a candidate into something you're not sure about or that isn't true. You'll do better to admit that you don't have accurate information about the subject rather than making things up. If you were to hire a person who expects something that you cannot deliver, you would only cause resentment, their early departure, the need for a new selection, etc.

13) Keep what you promised

Don't be late for the interview and get back to all candidates by the deadline you promised. Adherence to these principles inspires confidence and promotes the reputation of the institution.

14) Give an impression of the interview

At the end of the interview, you should be clear about what the candidate has created in their last job (what they contributed or what their value lies in).

It is also important to know how you felt in the candidate's presence and how he or she impressed you as a person. Remember that it's one thing to consider the candidate's work achievements and skills, and another to consider his or her manners and reactions. Try to imagine how he or she would fit into your team.

15) Don't prolong the interview, give the candidate space, summarise everything at the end
Get everything done within 30 minutes - an hour at most (depending on the position).

Give the candidate the opportunity to ask you anything. If there are no more questions, summarise the interview, thank the candidate and give them clear information about what will happen next. Give a deadline for hearing the outcome of the interview and meet that deadline.

DECISION-MAKING AND SELECTION

In general, it does not pay to recruit someone just because there is no one else. Rather than recruit an unsuitable newcomer, it is better to wait for someone great or help an internal person develop.

However, if you have a few relatively suitable candidates to choose from who have already been interviewed and have met the other requirements, it's time to actually make a real decision.

How to do it?

- Sit down with all the people involved in the selection process and take materials on all the candidates who have been through the selection process (and you haven't eliminated them)
- Start with the candidates that you agree are the best fit without much discussion: go over their notes again and compare them with the main criteria for the job; discuss with others whether they have any concerns about the candidates; agree what you can do to alleviate or allay concerns.
- If you agree on one candidate, you can identify areas to help them with in onboarding.
- Discuss the "why not" reasons for the remaining candidates.

If you don't agree on your chosen candidate, it will help to look not only at the current criteria, but also at future or secondary criteria that may include:

- For example, whether a candidate is suitable in a different role or team.
- Whether to really give the opportunity to someone internal.

Remember that candidate selection is highly individual and perception errors can easily factor into the assessment of candidates.

For example:

- The halo effect: some qualities are more important to us than others. They catch our attention to such an extent that they override other traits, thus distorting our view of the candidate.
- Stereotyping: we pigeonhole a candidate based on a trait/characteristic that we already have experience with and perceive them accordingly. This is despite the fact that they differ in other traits/characteristics.
- Self-projection: unconsciously projecting oneself, one's traits, faults, etc. onto the candidate.

However, there are many more perceptual errors. Therefore, try to be as objective as possible when making your decision and do not let your judgment be influenced by just one characteristic or first impression of a candidate.

SUMMARY

The selection process should always take place in a pleasant and calm environment, in accordance with the principles of transparency, assertiveness and ethics. A member of the selection panel should always come to the selection process prepared and familiar with the candidates' documents and with an idea of what the ideal candidate should meet. Candidates should be recruited on the basis of their qualities, experience and abilities, not because the position needs to be filled quickly.