

Guidelines for Personnel Selection



Purpose of the Guidelines

- To clarify TuKY's personnel selection policies
- To assist those involved in personnel selection and interviews

Stages of the Application Process

- Creation and approval of the open position announcement
- Application period
- Review of the applications and possible interviews
- Compilation of the applicant summary
- Presentation of the draft proposal to the board
- Decision-making
- Notifying the applicants about the decision

Open position Announcement

- Must include:
 - Positions and their descriptions
 - Application period
 - The actual application period should be open for at least 2 weeks, for additional rounds one week is sufficient
- Application criteria, based on which decisions are made
 - Separate sections for “required” and “considered an advantage”
 - Decisions are made solely based on these criteria, so it's important to consider them carefully
- Contact details for any questions

Open position Announcement

- You can seek support from previous position holders or the board
 - Make sure that the person providing support is not applying for the position themselves
 - In this case, do not show them the position announcement beforehand
- If you intend to apply for the position yourself, recuse yourself and coordinate the announcement with the chairperson or someone else
- Update the open position announcement as needed; do not simply copy a previous one
- Mention in the open position announcement if you plan to conduct interviews and how interviewees will be selected
 - e.g., "Applicants will be invited for an interview based on their application if necessary"

Application Period

- Equally encourage everyone to apply
- Do not seek for applicants at the last minute, as this rarely results in a positive outcome for either party
- Strictly adhere to deadlines; late applications will not be accepted (23:59 = 23:59)
- Remember that all information related to applicants and their applications is confidential and should not be shared with anyone beforehand, not even the board

Inviting for Interviews

- The purpose of interviews is to differentiate between equally qualified applicants
 - Decisions can also be made based on the applications alone if the differences are clear, and the open position announcement does not promise interviews
- In principle, all applicants for a position should be interviewed
 - The exception is if there are many applicants for the position
 - In this case, not all need to be interviewed
 - If you only interview some applicants, they must stand out positively based on their applications

Interviews

- It is recommended to have two interviewers: one to conduct the interview and the other to take notes
 - Interviews must be fully transcribed, and the texts should be provided to the board along with the applicant summary
- The interview does not have to be serious, but avoid leading the applicant or helping them answer the questions
- Do not speculate on decisions beforehand with anyone

Interviews

- All applicants should be asked the same questions in the same format
- Think carefully about the questions to truly assess the applicant's suitability for the specified selection criteria

Applicant Summary

- First, evaluate the applicants individually and then compare them at the end
- Use the [prepared template](#) for the summary (please note that the file must be downloaded to your computer to be edited)
 - Add explanations for each color-coded choice in every cell
 - Criteria under “requirements” carry more weight than those under “considered an advantage”
- Only information that came up in the application or interview can be used as a basis for selection
 - The exception is if an applicant clearly and deliberately (objectively) lies
 - In this case, mention it in the summary

Applicant Summary

- In the applicant summary, only the criteria mentioned in the position announcement are evaluated
- The criteria cannot be changed afterwards
- If the criteria emphasize TuKY experience or experience with the specific event, holding a position in Turun KY's board or being the project's main producer is not rated higher than otherwise strong and diverse experience
 - In summary, both can be justifiably assessed as excellent experience

Presentation of the Draft Proposal

- The applicant summary you have prepared will serve as the draft proposal for the board
- Create a folder with all applicants' resumes, applications, possible interview transcripts, and the applicant summary
 - Submit the folder to the board at least two days before the board meeting
- Remember, a well-prepared summary is the interviewer's responsibility and speeds up the decision-making process

Decision-Making

- The board of Turun KY makes the final decision on personnel selections
- Be prepared to present your applicant summary and justify your choices to the board
- The selection may also be open for discussion
- Remember, personnel selections are difficult, and there is often no single "right" answer
- If the decision is not unanimous, the board can vote on the matter
- After the meeting, delete the applicant folder and its contents

Notifying the applicants about the decision

- All applicants should be informed of the decision via a phonecall
- Inform first the applicants that were not chosen and after reaching all of them, notify the selected applicant
- Be prepared to explain why the applicant was not selected
 - The board's discussions are confidential, so not everything needs to be shared, a brief explanation is sufficient
 - Do not share details about other applicants or the selected applicant, if asked, you can disclose the number of applicants
 - If a vote was held on the selection, you may share this with the applicant
- Remember, the names or other details of applicants should not be disclosed even after the selection