RECRUITMENT POLICY

Translated 06/07/2016

This is a translation of Föreningen Ekonomerna's Swedish policy "Rekryteringspolicy". In case of ambiguity in matters of dispute, the Swedish version shall always apply.

Background & Purpose

The operations of Föreningen Ekonomerna, the Business Association at Stockholm University, are based upon the work of volunteers and include several projects for which both the project managers and also the project groups are appointed via internal recruitment. This policy seeks to establish the guidelines within the Association that form the basis of the recruitment process. In addition, this policy also presents guidelines which form the basis of a non-discriminatory competence-based recruitment process.

This policy makes several references to the Association's 'Recruitment Guide' which describes how the recruitment process should be carried out. It is strongly advised that this should be used as a foundation for larger recruitment processes within the organisation.

Guidelines

- Recruitment processes within the Association should be carefully thought out and well planned in order to ensure professionalism.

- Recruitment processes within the Association should be developed in accordance with the 'Recruitment Guide' in order to ensure standardised recruitment processes within the organisation and in order to ensure the equal treatment of all candidates.

- The Association implements a policy of open recruitment processes. This means that all members are welcome to apply for an assignment and will therefore be given the possibility of an evaluation. Exceptions may be made in consultation with the contact person at the Board responsible for that area if specific reasons or conditions apply.

- The recruitment of project manager positions which have a planning time of more than two months should be published on the job forum.

- The chairman of the committee should always publicise available positions within the committee either during committee meetings or via Podio.

Exceptions can be made in consultation with the contact person at the Board responsible for that area if specific reasons or conditions apply.

- Before a recruitment process is undertaken, the recruitment manager should identify the relevant selection criteria. This is to ensure that the evaluation and comparison of candidates occurs on equal grounds. See the recruitment guide for more information relating to selection criteria.

- The selection criteria for an assignment should be relevant and based upon competencies. See the recruitment guide for more information relating to competencies.

- The Association makes use primarily of five different recruitment methods. These are: questionnaires, example cases, tests, interviews and CVs with cover letters. See the recruitment guide for more information relating to these recruitment methods.

- Individual recruitment processes should be standardised insofar as is possible and the same recruitment methods should be applied to all candidates within the same recruitment process. See the recruitment guide for more information relating to recruitment methods.

- The consultation of references should be undertaken insofar as is possible for current candidates applying to an assignment within the Association. See the recruitment guide for more information relating to the consultation of references.

- In the case that the recruitment manager determines that there is a conflict of interest which has a bearing upon the decision-making process regarding the appointment of a role, then the recruitment manager should seek help from the contact person at the Board responsible for that area in order to judge the candidates.

RECRUITMENT GUIDE

Clarification

In order to carry out a well-planned recruitment process which is non-discriminatory and based upon competencies, the Association has developed this guide which should be followed insofar as is possible. This guide applies to recruitment for large projects. Large projects comprise of projects that have a planning time of more than two months.

The guide is divided into three sections:

1. Preparations before beginning the recruitment process
2. The recruitment process
3. Concluding the recruitment process

1. Preparations before beginning the recruitment process

1.1. Selection criteria
Specify the selection criteria to be applied to the open position that you want to fill. Evaluate specifically which competency requirements are needed in order to complete the tasks required from the role. Let this act as a guide for the recruitment process, above all when it comes to the evaluation of the applicants.

1.2. Competency requirements
The following areas can be considered as competencies:

- Knowledge
- Personality
- Education & Training
- Experience

As the recruiter in charge of the process, you are required to determine which competencies are required for an assignment before the recruitment process is begun. This shall then be used as a basis for the selection of candidates.

Remember
There are both formal and informal competencies. Formal competencies may relate to education and professional experience, while informal competencies relate to personal qualities which are often equally important. It is therefore always important to carry out an equal

consideration of the candidate's formal and informal competencies for a task.

1.3. Open recruitment processes

There are several different channels that can be used to publicise positions within Föreningen Ekonomerna. These are:

- The job forum on our website www.foreningenekonomerna.se
- The Association's Facebook page
- Podio

2. The Recruitment Process

There are many different ways to construct a recruitment process. The Association both encourages and also strongly recommends that the recruiter in charge of the process goes through and considers the merits of all of these methods before the process is begun.

2.1. CVs with cover letters

The most common practice within recruitment is that the applicant writes a cover letter and sends it in together with his or her CV. The advantage of this is that you the recruiter can gain a better overview of the applicant through a review of their professional experiences. The downside is that this method results in the unequal provision of information from the various applicants which makes it difficult to compare them and make a non-discriminatory choice.

Cover letters provide a space for personal interpretation, which can cause irrelevant merits to be taken into consideration.

- For this reason, this method is not always the most appropriate. If you as the recruiter decide to use it for your recruitment process, you should be sure to complement it with another method as well.

2.2. Questionnaires

Based on specifications for each role, you as the recruiter can construct a questionnaire which focuses on questions that are linked to the role you wish to fill. Through this method you can focus on the competencies that are necessary for the role and create an equal ground for the applicants to be compared upon (since all the applicants respond to the same questions).

- Questionnaires can be designed so that the applicants remain anonymous by ensuring that personal information is not visible immediately alongside the responses. By remaining anonimous the process you can increase the likelihood of a more equal process

which bases the selection of candidates on competencies.

2.3. Example Case

An other recruitment method is to construct an example case that is relevant to the open position. If somebody has had a similar position before, ask him or her for advice and information about typical situations and challenges that they had to face in order to construct an example case. The idea behind example cases is of course that it will help you as the recruiter to evaluate whether the candidates have the correct competencies for the role or not.

- An example case can be constructed so that the candidates remain anonymous by ensuring that personal information is not visible immediately alongside the responses.

2.4. Tests

Tests are another method that can be used to judge the competencies of an applicant. By using tests you can get the applicant to identify what they are good at themselves by asking them to choose between two positive qualities relating to the same subject. The applicant is never asked to choose between something negative and something positive, and can instead give themselves points for the qualities that they think best match their own profiles. For example, the applicant might be asked to choose between 'you make effective decisions' or 'you make thoughtful decisions,' or between 'it is important for you to have a number of tasks at once' or 'it is important for you to be able to focus profoundly on a single task.' The point of the test is to let you know which qualities the applicant considers themselves to have. It can also be used as a good basis for interviews with candidates.

- Tests can be made anonymous by ensuring that personal information is not visible immediately alongside the responses.

2.5. Interviews

Holding interviews is another common method. If you are going to hold interviews, make sure that the interviews are structured. This means that all of the candidates you meet must get the same questions. By holding a structured interview you create equal opportunities for the candidates to convey whether or not they have the correct competencies for the position. One suggestion for ensuring a good structure is to begin by introducing yourself, the Association and the purpose of the interview. Mention more or less how long the interview will last and state its format. Then give a description of the role and/or project/organisation.

- When holding an interview it is important to have clear selection criteria in order to construct relevant questions about the open position.

3. Concluding the recruitment process

To finish the recruitment process it is necessary for the right decision-maker to make a decision regarding the candidate(s).

3.1. References

References can be divided into internal and external references. External references may come from former employers/chiefs of the candidate. Internal references only apply if the applicant as previously carried out a task for the Association, in which case the person is reported to an internal reference. Both internal and external references should be requested to the extent that is possible for candidates that apply for an assignment via the nomination committee. With regards to independent projects and projects that have a planning time of more than two months within the committee or the student union body (mästeri), the recruitment manager should always take external and internal references for the candidate insofar as is possible.