

UM Recruitment and Selection guide

This document outlines the recruitment and selection process at the UM.

For this purpose, the UM has its own [guidelines for filling vacancies and appointments](#), [guidelines on reassignment policy and policy for the prevention of unemployment](#), and [guidelines for re-integration](#). Furthermore, the UM follows the [NVP Recruitment Code](#). This guide provides an outline of the standard process as stipulated by these documents.

For academic staff positions, the [Academic Career Development Regulation](#) also applies.

For professorship positions, the regulation [Recruitment, Selection and Appointment of Professors](#) applies.

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1. Staffing and planning

1.1. Planning and re-arrangement of tasks and positions

The person responsible for the staff position will determine whether a staff position will be filled and which requirements the candidate for the position must fulfil and, in consultation with the HR adviser, which [UFO profile](#) is applicable to the position. The person responsible for the staff position may fill a vacant staff position as part of a staffing plan by restructuring tasks and/or positions in such a way that the vacant staff position does not result in a vacancy.

1.2. Internal mobility

In the context of mobility, the person responsible for the staff position may move employees in the same position to a different place in the department or to a different organisational unit, thus opening up a vacancy in a different place than originally. The person responsible for the staff position can monitor the flow of employees on the basis of the concept of career prospects. If there is an internal candidate available who has reached the end of a learning process (whether internal or external) in the context of career development by means of a Personal Development Plan agreed with the manager, this person can be appointed in order to fill such a vacant position so that the vacant staff position does not lead to a vacancy. This applies to both members of the administrative and support staff and the academic staff. As a result, a vacancy may become available at a different location than originally.

1.3. Temporary solutions

If the work to be performed extends over a period of less than six months and/or is very small in scope, a temporary employee or someone with a comparable employment relationship will generally be engaged for this work, unless the work can be temporarily assigned to a reassignment or reintegration candidate or the work is assigned to a seconded employee.

If a staff position is not filled in the manner described in articles 1.2 or 1.3, a vacancy formally arises and is reported to the SCC.

2. Creation of a vacancy

2.1. Creating the recruitment profile

Should a vacancy arise, the person responsible for the staff position will prepare a recruitment profile with the HR advisor in which the relevant details of the vacant position are described. The vacancy will include the duties and responsibilities relevant to the position, the level/place of the

position within the organization, the nature of the employment, working hours and duration, work location, and salary scale.

Job requirements as stipulated in the profile may relate to professional competence (education, knowledge and experience), conduct and personal skills. Requirements with regard to personal characteristics should be avoided because they may be in conflict with equal treatment legislation. In exceptional cases, personal characteristics may be necessary for the proper performance of the position, provided that this is legally permissible.

In addition to the relevant job description, the recruitment profile will state the method of application and the term within which the application must be submitted, the information to be provided by the applicant (such as education, diplomas, employment history and experience) and if applicable: any additional selection procedures and/or methods (such as psychological tests and/or assessment), a preemployment medical examination insofar as this is in accordance with the Medical Examinations Act, and / or a mandatory background check.

2.2. Reassignment or reintegration candidates

The SCC determines whether recruitment will take place for the vacancy. In doing so, the SCC must also consider whether there is a suitable reassignment or reintegration candidate for the vacancy. If the SCC determines that a reassignment or reintegration candidate is available for the vacancy, it will immediately notify the person responsible for the vacancy so that it can be determined whether a person can be placed in the position in accordance with the UM Guidelines for Reassignment or the UM Guidelines for Reintegration. If the SCC recommends candidates, the person responsible for the vacancy will examine the suitability of the candidates for the position. These candidates will preferably be invited to an interview. If there are several suitable reassignment and/or reintegration candidates available for the vacancy, the person responsible may choose one of them. There will be no ranking order of candidates.

2.3. Approval for publication of the vacancy

Recruitment will take place for the vacancy after it has been established that none of the candidates recommended by the SCC will be appointed. The SCC will thereafter release the vacancy for publication.

3. Recruitment

3.1. Publication of the vacancy

Recruitment for a position will first take place through internal, UM broad, publications on the [internal vacancy page](#). The vacancy text will be compiled by the person responsible for the position in coordination with the HR department and in accordance with the standards set out above for the recruitment profile. This means that we publish every job posting in the same way. The technique we use for this is the AIDA technique. This technique stands for "Attention, Interest, Motivation and Action". Freely translated, this means that with every vacancy we first try to attract the attention of the right candidates, then arouse their interest, motivate them to choose for the UM as an employer and finally encourage them to apply.

The standard format for vacancy texts will be used as provided by HR. This format is structured so that each vacancy consists of a general section that includes the vacancy number, the language, the number of positions available, the start and end dates of publication, and whether it is an internal vacancy. This is followed by a description of the vacancy consisting of the title (job group, faculty, school/specialty group), a teaser (catchy introduction) and a description of the position. The next section outlines the requirements for the vacancy. These include the job requirements and the job type (scientific and non-scientific). This is followed by the terms of employment, such as duration of the contract, minimum and maximum number of hours per week, scale of the job, including lower and upper limits in euros and additional terms of employment. Furthermore, we provide a description of the organization and conclude the job posting with more information about the application, such as the application process and application opportunities.

Generally, we always look at internal candidates first. This means that you, as an internal candidate, take preference over an external one. Internal and external recruitment may take place at the same time for academic staff positions and for vacancies for which there is no likelihood of suitable internal candidates. In the latter case, the HR Director must give explicit permission. If a vacancy is both internally and externally published, this is mentioned in the vacancy text. You can find all UM vacancies on [Academic Transfer's designated UM page](#).

3.2. Recruitment process and selection committee

As a general rule, candidates are required to express their interest, motivation and suitability for the position through an application. Internal candidates have priority over external candidates if they meet the job requirements of a vacancy and if they are equally qualified.

The organization will notify the applicant in writing as soon as possible, but no later than two weeks after the expiry of the closing date:

- if the applicant has been rejected;
- if the applicant is being invited for an interview;

- if the application is being put on hold including an indication of the time period within which further notice will follow.

If the applicant is invited for an interview or if the application has been put on hold, the applicant will be notified by the organization and they will include their current selection procedure and state the expected duration. Care and confidentiality must be guaranteed at all times and no questions may be asked regarding health. If an organization is prepared to reimburse the applicant's reasonable incurred expenses in the course of the proceedings, the organization will announce this in advance.

If in any phase of the application procedure, the UM decides that an applicant will no longer be considered for the vacancy, the applicant will receive a written notice within in two weeks of this decision. The application procedure is considered to be concluded if the vacancy has been filled by one or more applicants or if the UM has decided that the vacancy should be withdrawn. All persons who at that time are still participating in the procedure will receive notice of this fact within two weeks. Where applicable, all information received from an applicant will either be returned or destroyed within four weeks following a rejection unless explicitly otherwise agreed with the applicant. If otherwise agreed, then within one year, the applicant must be contacted in order to extend his/her explicit consent to keep the information on file and to update his/ her information. External employment agencies may ask the applicant's consent to keep the application information during the mediation period. After the mediation period has ended, by finding of a job or at the request of the applicant this data must be destroyed.

If the UM deviates from the originally chosen procedure, these changes must be communicated and explained to the applicant. The applicant may request a deviation from the procedure if there is a well-founded reason to do so. In special cases, the Executive Board may deviate from the provisions of these Guidelines.

3.3. Target groups

Currently, we do not have a concrete incentive policy or target group policy. Developing a vision for this will take place in 2022. This includes mapping out the current situation of the personnel policy in relation to externally known incentive groups and target groups with a disadvantage in the employment market. Based on the vision on UM's employer brand that will be developed, a vision on incentive policy or target group policy will or will not follow.

From a legal perspective, we do have to deal with the Participation Act as an organization. Everyone who can work but cannot make it in the labor market without support is covered by this law. The law is intended to ensure that more people find work, including people with disabilities.

In order to achieve this, all employers in the Netherlands have promised to realize or create 100,000 workplaces for people with an occupational disability. We call this the Jobs Agreement. Translated into a quota, this would mean that UM would have to fill slightly less than 150 FTE vacancies with people covered by the Participation Act.

Due to the COVID-19 pandemic, filling, retaining, and placing the participation positions in 2021 was extremely difficult. The focus was mainly on job retention. Bottlenecks remained:

- Proper guidance/employment procedure by supervisors/supervisors.
- Permanent or temporary cessation of employees' work.
- Stagnation of recruitment and selection.

At the end of 2021, 79 FTE were realized.

4. Selection

4.1. Selection procedure and committee

Subject to the provisions of the guidelines for filling vacancies and appointments, the person responsible for the vacancy will decide who will fill the vacancy and under what conditions. When doing so, they will adhere to the relevant rules and guidelines. They may be advised by a selection committee, of which they may or may not be a member. The committee should be diverse in terms of composition. Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from other countries. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

Before the person responsible for the vacancy decides on the appointment of a manager, a selection committee consisting of two or more persons will be given the opportunity to advise on the candidate or candidates. The selection committee will be predominantly comprised of persons from the unit where the manager will work; in particular, it has the task of assessing whether the candidate is a good fit with the unit. A selection committee need not be established if the reasons for not doing so are made explicit.

In special cases, the Executive Board may deviate from the provisions of these Guidelines.

4.2. Use of additional candidate assessment means

If the UM chooses to use the internet, video applications or other means of selection, it ensures accuracy and confidentiality. In the event of a confrontation with other applicants or when video applications are used, the applicant may request a deviation from the procedure in the context of confidentiality. If the UM uses data recruitment during a pre-selection, such as a digital assessment, Artificial Intelligence (A.I.) or algorithms, these must be validated and transparent. If the UM uses A.I and algorithms, the potential risks and shortcomings thereof must be clear. The applicant will receive a motivated result after participation on request.

5. Appointment

5.1. Interview on employment conditions

Once a candidate has been selected, the HR assistant will email them the required documentation while the person responsible for the position will send the filled in vacancy form and CV to the HR department.

The HR assistant will invite the new employee to an appointment interview. Before the interview, the candidate will send a copy of their ID or passport, their IBAN, relevant diplomas and return the filled in information form and *loonheffingsformulier* (model return data for payroll fees) to the HR assistant. The interview itself will be attended by the HR advisor and the person responsible for the vacancy. During this interview the candidate will be informed about primary employment conditions, such as salary and travel allowance, and secondary employment conditions, such as collective health insurance and the selection model. After the interview, the employee will receive their official employment contract as drafted by the HR assistant.

5.2. Complaints procedure

The UM will inspect complaints from applicants who believe that the UM has acted in violation of the provisions of the guidelines on which this guide is based. The applicant will receive a written motivated response from the UM within one month.