

Recruitment & Selection Guide

Radboud University

Radboud University strives to be an inclusive organisation with a focus on recruiting and retaining diverse talent. While looking for the most suitable candidates, we want to work together to ensure open, transparent and quality-driven recruitment and selection processes.

This guide describes process steps with the aim of increasing the transparency of the recruitment and selection process, reducing unconscious and conscious bias and increasing the diversity of the workforce. In addition, this guide provides tools for giving all candidates a positive experience at Radboud University, regardless of the outcome of their applications.

This guide may be used for the selection of all new Radboud University employees. The guide is intended for everyone who is involved in the recruitment and selection of new staff: supervisors, members of the appointment advisory committees and the HR Department.

All procedures are based on the NVP Recruitment Code and the Redeployment and Vacancy Filling Regulations of Radboud University.

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Staffing and planning

Subsidy for a large research project has been obtained and new researchers must be recruited, one of the employees is ill and needs to be replaced, or there is a need for specialist knowledge. These are all reasons for supervisors to look for a new colleague. In all these cases, it is important that the supervisor consults with the HR advisor on the best solution. And, of course, the recruitment and selection policies of Radboud University and the department or faculty apply.

Open recruitment

Radboud University strives for open competition in filling vacancies and for a more diverse and international staff composition. Open recruitment is the starting point. Deviated from this is possible in joint consultation.

A vacancy must be approved before recruitment can take place. The supervisor checks with the HR Department how to apply for or arrange the financial or staffing space. In any case, approval is required from the financial department or the budget manager of the organisational unit to which the manager belongs. To this end, the institutes that use the electronic approval process in BASS (ICIS, IWWR) can send the standard e-mail to their personnel officer. The other institutes and departments can submit a regular mutation form ('MUF').

Candidate profile

As soon as the green light has been given for the recruitment of a (new) employee, it is a good time to review the composition of the team. Aspects that need to be considered are not only knowledge, skills, training and experience, but also personality and which type of person fits and complements the rest of the team best. In addition, you will also have a look at the current level of diversity in the group. This will give you some idea of the type of candidate that needs to be recruited. The supervisor makes use of the expertise of the HR Department with regard to:

- The applicable job title from the UFO classification system
- The required competencies and skills
- The scope of the job
- The duration of the employment contract, temporary or permanent
- The starting date
- The salary scale.

University Job Classification (UFO)

All positions at the Dutch universities are classified according to the University Job Classification (UFO). Job profiles provide a compact description of the activities and the corresponding job and salary levels. Sometimes it is immediately clear which profile applies, and sometimes it is a matter of searching for the profile that comes closest to the new position.

>> [UFO classification tool](#) & [UFO competencies](#) (Username: ru | Login: rufo)

>> [Salary scales](#)

Job advertisement

The job advertisement is your organisation's business card. In addition, it is important to gain more in-depth knowledge of the candidate's motives. Why does the best candidate want to work for you? What are they looking for in terms of career? What balance between education and research do they aspire to? What fringe benefits do they consider important? Radboud University uses a standard format for job advertisements. [This format](#) specifies all the points on which information must be provided. Use the [style guide](#) to create an attractive job advertisement and then process the text using the format.

Examples of academic job advertisements for which the format and style guide have been used:

- [Promovendus aansprakelijkheidsrecht](#)
- [Universitair docent International Business Communication](#)
- [Universitair hoofddocent Algemene Didactiek](#)

Examples of job advertisements for support staff for which the format and style guide have been used:

- [Medewerker Student Life – enthousiaste duizendpoot](#)
- [Commercieel secretaresse Radboud in'to Languages](#)
- [Manager Service Centre Radboud in'to Languages & Wageningen in'to Languages](#)
- [Teamleider Desktop Engineering](#)

If there is no example that can help you with your job advertisement, please contact the Recruitment Department. Also consult the [checklist](#) for the recruitment and selection of female professors and [tips](#) for writing gender-neutral job advertisements, drawn up by the Faculty of Science (FNWI).

Planning

The supervisor is responsible for planning the entire process from drafting the job advertisement to the final selection. On average, this takes three months, excluding a possible notice period of one to three months which the future colleague may have to observe. The composition of the selection committee or appointment advisory committee and the planning of their meetings require the most preparation and time. Therefore, ensure realistic planning of the entire recruitment and selection process. Make sure that the members of the various committees are known and reserve the dates for the interviews in their calendars on time. Include the dates of the interviews in the job advertisement as well.

Do you expect to fill the vacancy within Radboud University? In that case, only post the job advertisement internally ([RadboudNet](#)). This can save a lot of time for certain positions. If this does not produce a suitable candidate, you can still recruit externally if you want to.

Radboud WerknaarWerk

Send the job advertisement in the required [format](#) to your HR advisor. The HR advisor will examine the text and the employment conditions. The HR advisor will then first report the vacancy to Radboud [WerknaarWerk](#) to assess whether the vacancy is suitable for a [redeployment candidate](#). A redeployment candidate has priority over other candidates. If there is no suitable candidate, the vacancy will be released within five days.

Placement of job advertisements

If no suitable candidate is found through Radboud WerknaarWerk, the HR advisor will forward the job advertisement to the Recruitment Department. They will edit the job advertisement (within two working days at the latest) and post it on RU's website as soon as possible. Job advertisements in English are first checked by Radboud in'to Languages. This may somewhat delay the posting of the job advertisement.

Publication & recruitment



The Recruitment Department posts the job advertisements on:

- [RU website](#);
- [LinkedIn career page RU](#);
- [Twitter vacancies at RU](#);
- [Academic Transfer](#);
- All academic job advertisements will be cross-posted free of charge from Academic Transfer to [NRC Carrière](#).

- All academic job advertisements in English will also be cross-posted to [Euraxess](#).

Further distribution through your own (online) network

We advise you to publish the job advertisement as widely as possible through your own (online) network. Here is a brief instruction on how to publish your job advertisement via LinkedIn and Twitter:

1. Go to the job advertisement in question on www.ru.nl/vacatures;
2. Click on the LinkedIn  icon near the relevant ad;
3. Log in to LinkedIn;
4. Choose how you want to share the job advertisement: as a status update, in a group, or to a person;
5. Add a short text if so desired;
6. Click on the 'share' button; the page will now be shared, and possibly cross-posted further by others;
7. For even more reach within your network, you can also share the job advertisement using the  button on Twitter.

Online cross-posting or newspaper/magazine ads

A [Top 10](#) of Radboud University's recruitment resources has been compiled. This was done by asking the applicants where they found the job advertisement. Results showed that newspaper/magazine placements do not yield many (good) candidates. These certainly do not make it into the top 10. We therefore advise you not to post an advertisement for just one vacancy. A (standard) post in, for example, de Volkskrant or NRC costs about €4000. The costs are high and the results are poor. Of course, there are always exceptions. For example, when there is a project that you want to promote with the job advertisement, or if there are several vacancies.

Supervisors can also use their own network (conferences, research groups and their personal LinkedIn account). You may also want to post the job advertisement on industry-specific or international job sites. It is possible to ask for advice as to which sites are the most effective for your job advertisement. Posting the advertisement in a newspaper, scientific journal or professional journal is also a possibility. RU has a standard house style for advertisements. Click [here](#) for an example. Although we generally use this format, it is possible to advertise in other formats. Keep in mind that publishers use hard deadlines. The costs depend on the format, colour and cross-postings. The supervisor can request a quote from the Recruitment Department and consults with the HR Department about the best recruitment strategy.

Selection

Selecting the right candidate is crucial for achieving good results with your department, but how do you find out what knowledge and skills a candidate has? What questions will give you a good indication? Radboud University offers a [workshop](#) where you learn to conduct a selection interview as effectively as possible. You will practise interview techniques and learn how to better assess someone's knowledge, experience and personality. This chapter explains the different phases of the selection procedure and also gives some tips.

Selection procedure

This shortened procedure from the Recruitment Department is based on the NVP Recruitment Code and the Redeployment and Vacancy Filling Regulations of Radboud University..

1. Confirmation of receipt

On receipt of the application, the applicants will be sent an **automatic confirmation of receipt from PeopleXS**, stating that they will receive a further notification within 4 weeks following the closing date at the latest.

2. Notification with overview of applicants

On the day of closure of the vacancy, the Recruitment Department sends **a notification** and an overview of all the applicants and their applications to the persons mentioned in the format when the job advertisement was submitted. The HR advisor will receive a CC.

3. Invitation to/rejection of applicants

The vacancy holder informs the Recruitment Department as soon as possible **by means of a status change in PeopleXS** – but within 4 weeks of the closing date at the latest – who is to be:

- invited
- rejected
- held as a reserve candidate (if applicable).

Please Note: internal candidates are entitled to an interview if they meet the formal criteria. In case of equal suitability, the internal candidate will have priority over the external candidate.

Invitation: The invitation to applicants residing in the Netherlands may be arranged by the Recruitment Department or the secretarial office of the vacancy holder. When invited by the Recruitment Department, the vacancy holder will explicitly state:

- the date and time of the scheduled interview

- whom the applicant should report to, the location address
- the names of the members of the selection committee and the positions they hold

The invitations are sent by the Recruitment Department by email/ from PeopleXS. Applicants living abroad are preferably invited by (the secretarial office of) the vacancy holder (in connection with arrangements regarding travel expenses, overnight stays, etc.). Skype/video conferencing are also preferably arranged by (the secretarial office of) the vacancy holder.

Rejection: the Recruitment Department sends the standard rejections through PeopleXS. If it involves the rejection of an internal candidate, the vacancy holder shall inform this candidate personally, stating the reasons for the rejection. The Recruitment Department will then send a confirmation of this rejection.

Held as reserve: the reserve candidates are informed that, although they are good candidates, they are not initially invited to an interview. Their letters will be kept so that they may be invited at a later stage in the procedure. Candidates only become reserve candidates if they have a real chance of being selected.

Delay in the procedure: it may happen that the selection committee needs more time than 4 weeks (this does not happen very often, though!). The Recruitment Department sends a message to the applicants through PeopleXS informing them that the procedure has been delayed and stating the date when they will receive further notice.

4. After the job interviews

The vacancy holder will inform the Recruitment Department through PeopleXS about the outcome of the job interviews as soon as possible.

Invitation to a 2nd interview: should a second round of job interviews take place, then the invitation may be sent by the Recruitment Department or (the secretarial office of) the vacancy holder. See further explanation under 3.

Rejection after interview: applicants rejected after the first or second interview will be informed by the vacancy holder, stating the reasons as clearly as possible. The Recruitment Department will then send a confirmation of the rejection through PeopleXS.

Appointment: the vacancy holder will inform the Recruitment Department and the personnel advisor as to who will be appointed. The personnel advisor will initiate the completion of the appointment.

Reserve candidates: any reserve candidates will definitively be rejected by the Recruitment Department through PeopleXS.

5. Destruction of applicant data

Members of the selection committee must destroy the letters, CVs and other attachments sent by the applicants within 4 weeks following the closing date of the selection procedure/ Letters, CVs and other attachments sent by the applicants are automatically removed from PeopleXS within 4 weeks following the closing date of the selection procedure. It is not permitted to keep the letters, CVs and other attachments without the applicant's written permission.

Other

- Standard letters are used; however, if so requested, customised letters may be sent.
- All correspondence from the Recruitment Department with the applicants is sent by mail/ from PeopleXS.
- Applicants who do not speak Dutch will be contacted in English.
- If an applicant withdraws from the procedure, the vacancy holder will notify the Recruitment Department/ by means of a status change in PeopleXS. On request, the Recruitment Department will send a confirmation of this to the applicant through PeopleXS.
- Travel expenses of candidates invited to an interview can be claimed using the [non-employee claim form](#). For candidates living abroad, arrangements for this will be made in consultation with the vacancy holder in question.
- This procedure involves simultaneous internal and external recruitment.
- The vacancy holder can also be a personnel advisor or someone else from the selection committee.

Internal or external candidate?

A candidate can indicate on the online application form whether they are an internal candidate or not. On the basis of the CV provided, the Recruitment Department will then carry out a final check. Unfortunately, the department is unable to determine with complete certainty whether a candidate is indeed an internal candidate. A candidate is an internal candidate when:

- They are an employee of Radboud University (employment contract);
- They are a former RU employee: during the first two years that the candidate receives an unemployment benefit from Radboud University under the Unemployment Act (WW) or the

Unemployment Regulation of the Dutch Universities Exceeding the Statutory Minimum (BWNU).

- They are a former RU employee dismissed due to the abolition of a position or the reduction in the number of interchangeable positions: for the entire period that the candidate receives unemployment benefit (WW/BWNU) from Radboud University.
- They are a student employee through the campus employment office: during the period that the candidate is employed at Radboud University;
- They are employed as a temporary employee at Radboud University.
- They are seconded to Radboud University.

Selection of letters and preliminary discussion

The committee makes a first selection on the basis of written information from the candidates and the job profile. Here are some useful tips:

- Use the job profile as a lead when assessing the applications received. Draw up a form on which the committee members can score the candidates on competencies, skills, experience, etc. during/after reading the letters. Or use the de "[Applicant evaluation tool](#)" of the Faculty of Science.
- Prevent committee members from making rankings prior to the joint letter selection. Discuss all candidates and make a ranking together;
- Discuss for each candidate which further questions are important and which committee member should ask them. Use the STAR method and competence glossary.
- Discuss the criteria, the way in which they are assessed, and the weighting of the various criteria by the committee, *before* you talk with the candidates.

How to invite, receive and reject candidates is set out in the description of the selection procedure.

Job interview

The round of job interviews is the perfect opportunity for selecting a good candidate. The trick is to systematically gather information about the candidate during the job interview, so that you can, as it were, predict the future value of the candidate. The supervisor sets up a committee to deal with the recruitment and selection of the new colleague in a transparent and effective manner. When setting up the committee, the supervisor takes the diversity of the committee into account. The supervisor then schedules meetings for the committee to talk with the candidates, to discuss them and to make their choice. Here are some tips for conducting a job interview:

- Use the job profile as a lead when assessing and questioning candidates. Use the form on which the committee members can score the candidates on competencies, skills, experience, etc. during/after the interviews.
- Make sure each committee member, regardless of job level, has equal input and influence in an open discussion.
- Agree on a rough division of time. Make sure that key issues are prioritised. Also allow time for questions from the candidates.
- Ask all candidates the same questions.
- Ask open questions. Use the STAR method and competence glossary; (Username: ru | Login: rufo).
- Candidates often formulate socially desirable answers or answers that are too general. Keep asking questions. Feel free to fall silent a few times.
- Also ask for less successful experiences.
- Observe the behaviour of candidates during the interviews. Does the candidate steer or follow the interview? How does the candidate react to stress? How does the candidate deal with woolly questions? Pay attention to the points you want to know more about.
- Don't let everything depend on the interviews. Also look at the actions by means of assignments and cases as additional selection methods.
- Take into account the (often unconscious) double standard among men and women in the search for the 'five-legged sheep': men get the benefit of the doubt if they only have three of the five 'legs', women have to have all five 'legs' in order to qualify. More information about diversity can be found here;
- Take into account a possible gender bias (lower assessment of women) and other exclusion mechanisms. Read about best practices and the Christine Mohrmann programme at Radboud University to prevent gender bias.

Evaluation of the job interviews

Jointly evaluate the interviews within the committee in order to arrive at a selection. Use the scores from the entry form to this end.

As a committee, look at a possible pattern in the rejected candidates, for example, do the candidates who score higher come from the same category? Are they mainly internal candidates, do they come from a certain discipline, do they have the same gender, etc.? Prevent “clone behaviour”.

One option is to have an external agency carry out an assessment. Please contact your HR advisor about this.

Faculty protocols

Faculties and services often have their own Recruitment and Selection protocol, including descriptions of the requirements for and powers of the committee.

- Science
 - [Recruitment and selection at the Faculty of Science \(general\)](#)
 - [Guidelines and procedures for appointment of academic staff](#)
- Management
 - Other academic staff [\[click\]](#)
 - Professor / Associate Professor [\[click\]](#)
 - Support Staff & [\[click\]](#)
- Arts [\[click\]](#)
- Social Sciences [\[click\]](#)

Professors

Professors are formally appointed by the Executive Board. The professor policy specifies a number of conditions that the recruitment, selection and appointment of professors must meet. This also applies to the composition of the appointment advisory committee (BAC). The HR staff member and the faculty board know how the cooperation and procedures between the faculty, the Executive Board and the HR Department takes place.

Internal candidates

The supervisor always approaches an **internal candidate** personally. In case of equal suitability, an internal candidate has priority over the external candidates.

Employment conditions

Having found a suitable candidate

When a suitable candidate has been found, you as a supervisor are often the one who informs the candidate about this. During this interview, the employment conditions are usually discussed as well, including the type and scope of the contract, job profile, classification and associated salary, and matters such as travel expenses, etc. Do not make any promises about this in the interview, but explore

the margins and possibilities. Your HR advisor and your own supervisor should inform you about this in advance. Radboud University's employment conditions have been laid down in the [Collective Labour Agreement of Dutch Universities](#) (CAO NU). The CAO covers topics such as salary, working hours, holidays, leave, pension and social security. In addition to and as a result of the CAO, Radboud University has established [local regulations](#). The CAO and the local regulations have been agreed with the [trade unions](#). Via Intranet you can find [all the information](#) you need about employment conditions.

Please also inform the personnel officer of your department. They will ensure that the administrative process for drawing up and approving the employment contract is set in motion. During the approval process, approval is requested of the controller and of the most senior supervisor of the organisational unit to which your department or team belongs. You will also be asked to give your approval.

Employment

The appointment interview

The personnel officer will invite the new employee to an appointment interview. During this interview the employee 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. The prospective employee will also be asked to identify themselves during the interview by means of a valid identity document. After the interview, the employee will receive the official appointment letter and employment contract. This will have been signed by the dean of the faculty or the director of the service.

International employees

When hiring an international employee, there are a number of matters that deviate. Consult your HR advisor before making any arrangements with a new international employee. Check the differences [here](#).

Trial period

No trial period can be included in the case of temporary employment of less than 6 months. A trial period of 2 months applies to temporary contracts of 6 months or longer and to contracts for an indefinite period.

Use the trial period to gain insight into the employee's performance and to match expectations. The employment contract may be terminated within these two months, in which case the HR advisor should be involved as soon as possible.

Onboarding

After you have carefully selected the right candidate for your vacancy, you naturally want this person to quickly become acquainted and feel at home.

Offering a good reception, optimal guidance and support to new employees is important. In this way, your new employee can immediately get started and find their way in the organisation. This process is called the onboarding process.

The onboarding process has also been elaborated in a [flowchart](#), in which you can see who has to do what in each phase. There is also an [employment checklist](#) that you can use to see if you have made every arrangement to get the new employee started. There is also a [leaving checklist](#) for when an employee is leaving the company.

To help the new employee get started, please tell them about the [page for new staff](#) on RadboudNet. Here they can find all kinds of practical information, such as how to apply for a campus card, parking, [central introduction](#), etc. New employees who do not yet have an RU account can find [information](#) on the website of Radboud University.

Participation Act

Radboud University wants to be an inclusive professional organisation where employees with disabilities feel at home and valued. Together we will work on solutions to use the qualities of people according to their abilities and to let them contribute positively to life on campus. Employees with an occupational impairment or vulnerable position will find Radboud University a responsible employer.

Many supervisors and employees think that the work they do is not suitable for people with an occupational impairment. You may be surprised to learn what can be done, more is possible than you think! Every impairment is often accompanied with a certain aptitude. By engaging in dialogue with each other you may discover what you can do for each other.

>> [The university as an inclusive organisation \(PDF, 112 kB\)](#)