

THE EUR Recruitment & Selection Policy 2022

OTM-R HR Excellence in Research

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Recruitment and selection – why they matter

As Erasmus University Rotterdam (EUR), we recognize the need for talented staff. As a university, our people are our capital: the knowledge of our researchers and lecturers and the expertise of our professionals are what keeps EUR operational and how we maintain our reputation as the home of high-quality research and education. Achieving our mission, *creating positive societal impact*, will invariably require qualified staff in both scientific and support domains.

Recruitment and selection have become increasingly important in finding talented staff in a globalized world where suitable candidates for a wide variety of positions are scarce. This policy has been formulated to set guidelines that outline how we as EUR approach recruitment and selection. We will start taking a much more active role in reaching out to and connecting with the talent we need to stay one of Europe's top universities. This is not a transition that can take place overnight: it will require more focus, time, and resources to be invested in recruitment, not only from management but from a large share of our Erasmians. However, we recognise this transition is necessary and are optimistically embarking on it and dedicating the necessary resources to it.

Our core recruitment and selection values

As our Erasmian Values guide our behaviour in a general sense, so do our *core recruitment values* guide our approach to recruitment and selection. They form a framework from which we can then deduct various practical applications. In the fast-changing world of recruitment, they provide a baseline to refer to for any changes or updates to this policy that may be necessary in the years to come.

1. **Diversity, inclusion, and fairness.** First and foremost, in EUR's priorities for Recruitment & Selection are fair, inclusive procedures that minimize bias and provide all candidates equal opportunities.
2. **Transparency.** Candidates want and have the legal right to know what happens with their data, what the procedure looks like and what decisions are based on the EUR is transparent about its procedures and proactively shares information with candidates.
3. **User friendliness.** User friendliness applies to both EUR employees and candidates; we will create recruitment procedures that are accessible and user friendly for all those involved.
4. **Speed.** EUR appreciates the effort and time that applicants invest into their applications and will keep selection procedures as short as possible, so that the time investment on the applicants' end is minimal and applicants are provided clarity about the outcome of procedures as soon as possible.

Selection and advisory committees

EUR's selection typically involves one or more selection committees, occasionally in conjunction with an advisory committee. As such, it is essential that these committees operate in a fashion that is consistent with our core values. There are several key points that we as EUR stand for:

1. **Diversity in selection committees:** those responsible for putting together selection and advisory committees will ensure sufficient diversity is present in all committees. Diversity is defined in terms of visible (e.g., gender, age, seniority, role) and invisible diversity characteristics (e.g., sexuality, nationality, ethnicity, sexual orientation).
2. **Open and non-judgemental environment:** not all people are equally comfortable speaking in a group setting. Additionally, they might not feel at ease disagreeing with another person, particularly if that person is their superior. As EUR, we strive to have all selection and advisory committees provide open and non-judgemental environments where all committee members are given the chance to speak and feel comfortable doing so. We have included explicit instructions in our Inclusive Recruitment & Selection Toolkit and Recruitment & Selection 101 training (internal documents) on how to achieve this.
3. **Quality.** As EUR, we believe it is important that all those involved in selection in any capacity have at least some fundamental knowledge of how to properly conduct selection. As such, we will provide training opportunities for all hiring managers and selection committee members and ensure tools and documentation that cover the relevant knowledge and skills are readily available, to ensure high-quality bias-free selection.

Vacancies

At EUR, we have hundreds of vacancies every year. And while EUR is a diverse organisation with many different faculties and business units, we believe it is important to define and adhere to quality standards regardless of where a vacancy is based within EUR or who is responsible for it. As such, there are several matters that we agree upon and strive to apply in practice.

1. **Consistency.** All EUR vacancies use a shared format. The description of EUR is determined by the central HR team in consultation with the business units and is used consistently across all vacancies. Descriptions of business units, departments and teams are consistent across vacancies.
2. **Multiple perspectives.** Vacancies are always looked at by multiple people before they are published. This reduces blind spots and increases the odds the vacancy will be attractive to diverse candidates.
3. **Inclusive writing.** All vacancies are written in an inclusive manner. Specific instructions to ensure inclusive writing are described below.
4. **Approachability.** All vacancies include an email address of an EUR employee that can be reached out to for additional information regarding the vacancy and/or the procedure.

Inclusive writing covers writing techniques that ensure our vacancies are equally attractive to all readers, regardless of their gender, ethnicity, nationality, or other diversity characteristics. We will strive to consistently apply the following writing standards:

1. **Gendered pronouns.** We will not use gendered pronouns in our vacancies: instead, we address the candidate directly by saying “you”.
2. **Gender neutrality.** We will ensure vacancies will not be overly masculine, by avoiding the excessive use of masculine wording. A list of words is available in the Inclusive Recruitment and Selection Toolkit.
3. **Number of requirements.** We will ensure requirements are directly related to the content of the position, and that the number of requirements is kept to a minimum.
4. **Requirements framing.** We will focus on behaviour in our recruitment, rather than asking applicants to possess certain traits.
5. **Language requirements.** We will be flexible in our language requirements wherever possible, in accordance with the dual language nature of EUR. If a position does not require immediate proficiency in Dutch/English, we will open it up to those who do not yet speak Dutch/English and focus instead on helping them improve their Dutch/English proficiency. All of our vacancies explicitly state the Dutch and English language requirements in accordance to the CEFR-model. Vacancies that require B2+ levels of proficiency in Both Dutch and English are posted in both Dutch and English.

Selection methods

We have developed several guidelines that we are looking to apply across EUR and all of our selection procedures to ensure we take the right decisions during our selection and minimize bias. These guidelines include the following.

To determine what new selection methods should be used in the future, we follow four key pointers:

1. **Validity.** Any new selection methods must be based on scientific research that show their validity.
2. **Bias minimisation.** When multiple comparable selection methods are available, EUR will always choose the method that displays the least bias.
3. **Structure.** Regardless of the selection tool we apply, we will use it in a structured manner and ensure all candidates are treated the same way.

As EUR currently primarily uses interviews during its selection, specific guidelines for structured interviews have been formulated.

1. **Job analysis.** Interview questions are determined based on an analysis of the position.
2. **Preparation.** Interview questions are prepared ahead of time and put on paper.
3. **One approach.** All candidates are asked the questions that are prepared ahead of time.
4. **Answer scales.** Answer scales are prepared ahead of time for the key questions, to ensure rating candidate responses happens in a structured manner.

Internships at EUR

From 2024 onwards, EUR will commit to two changes: (a) equal internship compensation for all interns regardless of level of education and (b) an increase of the monthly full-time internship compensation to €652 gross monthly based on 40 hours per week, aligning our compensation with that of the Dutch government. With these changes we show our commitment to inclusion and set an example that we hope many other organisations will follow.

By equalizing internship compensation regardless of level of education, EUR makes a clear statement in recognising that all levels of education are equally valuable and should be treated as such.