



UNIVERSITY OF AMSTERDAM

University of Amsterdam Employee Recruitment, Selection and Redeployment Procedure

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HRM





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Foreword

One of the University of Amsterdam's key ambitions is national and international excellence in research and education. Our ability to make this ambition a reality is dependent on our ability to attract, develop and retain talented and motivated employees. The UvA is an equal-opportunity employer. We have a commitment to diversity and a mission to be a place where everyone feels at home. We foster enquiring minds and persevering spirits, and offer the space to question. With a culture founded on curiosity and creativity, whose success depends on a transparent, professional, inclusive and careful approach to the recruitment and selection of job applicants.

The present document is the updated University of Amsterdam Employee Recruitment, Selection and Redeployment Procedure. This procedure has been established in consultation with the UvA faculties and services and has been agreed with the Local Consultation. This procedure replaces the 2008 recruitment and selection procedure.

Purpose of the procedure in relation to the explanatory notes, redeployment process and step-by-step plan

Procedure

This procedure provides a formal framework from the time a vacancy arises to the time the vacancy is filled. It puts the UvA's career and diversity policy into practice in the recruitment and selection process. The procedure sets out how UvA meets its obligations as an employer towards redeployment candidates at risk of redundancy, who are given priority when a vacancy arises. Furthermore, the procedure fulfils the UvA's statutory obligation as an employer to redeploy employees due to incapacity for work and in other situations.

A distinction is made between the terms 'priority' and 'preference', to clarify the relationship between these terms within this procedure. The procedure guarantees a diligent and effective recruitment and selection process and that applicants are handled with due care.

Recruitment and selection process in the event of redeployment

Part of this procedure is the process to be followed in those cases in which UvA as employer has a reinstatement obligation under the Collective Labour Agreement (CAO) and associated regulations. This refers to redeployment candidates who are at risk of losing their jobs due to reorganisation and employees who are unfit for work for long periods of time and who are subject to a redeployment investigation, based on the recommendation of the occupational physician and/or an Employment Insurance Agency investigation that their own job is no longer sustainable and appropriate. The process also covers situations in which a redeployment investigation is commenced for an employee who is at risk of redundancy due to cooperation and/or performance issues beyond their control. The process provides guidance for a proper approach to employee recruitment and selection in the event of redeployment.



Recruitment and selection

procedure *Definitions*

CAO: Collective Labour Agreement (CAO) for the Dutch universities;

BWNU: Netherlands Universities Enhanced Unemployment Scheme;

Academic staff: academic staff in accordance with the definition in Art 1.1 of the CAO¹;

Support and management staff: support and management staff in accordance with the definition in Art. 1.1 of the CAO;

Mandate holder: The mandate holder (or responsible officer) is the dean, the university secretary, the director or the head of a unit;

Priority: priority when filling a vacancy is given to a priority candidate due to reorganisation under the CAO and the Social Charter and a candidate who is subject to a redeployment investigation due to long-term illness and incapacity for work based on the recommendation of the occupational physician and/or an Employment Insurance Agency investigation that their own job is no longer sustainable and appropriate. Where candidates are of matching ability, a lecturer or researcher with a doctoral degree employed by the UvA has priority in the recruitment process for a university lecturer position. A lecturer employed by the UvA who meets the job requirements following assessment has priority in the recruitment process for a permanent lecturer position.

Priority candidate:

- a. Who is at risk of redundancy: a UvA employee who, due to reorganisation as referred in Art. 9.1 of the CAO, is at formal risk of redundancy or has been designated as a redeployment candidate under the UvA Social Charter 2023;
- b. In the event of long-term incapacity for work: a UvA employee who is subject to a redeployment investigation due to long-term incapacity for work based on the recommendation of the occupational physician and/or an Employment Insurance Agency investigation that their own job is no longer sustainable and appropriate;
- c. Priority under the CAO: where candidates are of matching ability, a lecturer or researcher with a doctoral degree employed by the UvA who has priority in the recruitment process for a university lecturer position;
- d. Priority under the CAO: a lecturer employed by the UvA who meets the job requirements following assessment has priority in the recruitment process for a permanent lecturer position.

Internal applicant who has preference over an external applicant if the two candidates are of matching ability:

- a. A UvA employee² who does not fall within the category of priority candidate or an employee seconded to the UvA, an agency worker or payroll employee who works for the UvA;
- b. . An employee, temporary worker or payroll employee who works for the joint services of the UvA and Amsterdam University of Applied Sciences (HvA);
- c. A former employee as referred to in Art. 9.14 subsection 4 of the CAO and former employee in receipt of unemployment benefit or supplementary unemployment benefit following

¹ Refers to all categories of academic staff

² This includes employees with a UvA contract who work for ACTA



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■ redundancy due to reorganisation (benefit recipients in accordance with Art. 9 subsections 3 and 4 of the Netherlands Universities Enhanced Unemployment Scheme [BWNU]);

Description of the procedure

Preparations for the recruitment of support and management staff and academic staff³

Scope

This procedure applies to the recruitment of support and management staff and academic staff, with the exception of positions covered by the Guidelines on recruitment and selection for senior positions.

1. Job vacancy

The mandate holder⁴ determines in consultation with HR how to deal with positions that become available in the context of organisational development. The mandate holder is also responsible for an inclusive recruitment and selection process. An available position may or may not lead to a job vacancy due to reallocation of tasks and/or functions. A job vacancy arises if the duration of the tasks that need to be carried out is six months or more.

2. Job spec

The mandate holder⁵ determines which job spec (university job classification system, UFO) with scale indication applies as a basis for the more detailed profile.

3. Profile

If desired, a profile is produced in consultation with HR. The profile is based on the job spec, the requirements for appointment and the desired competencies.

4. Selection Committee

Depending on the desired job level and the envisaged term of employment, the mandate holder or the vacancy holder set up a selection committee and appoint a chair. The person who sets up the committee is responsible for ensuring diversity in the composition of the committee⁶. The chair of the selection committee ensures a diverse selection of committee members and an inclusive recruitment procedure. Committee members must ensure that they undergo appropriate professional development in preparation for their role, for example by taking training in inclusive interview techniques, assumptions and bias from a centralised or decentralised offering (see also recruitment and selection guide⁷).

³ Different procedures apply to the recruitment of professors and senior positions such as deans, university secretary, directors of staff and services [Guidelines on recruitment and selection for senior positions \(PDF, 8. p\)](#)

⁴ The mandate holder (or responsible officer) is the dean, the university secretary, the director or the head of a unit. In many cases, the attributed tasks will be assigned to an individual such as the chair of the selection committee, for example the department chair, director of research, team leader, programme group leader or vacancy holder.

⁵ Ditto 4

⁶ [Recruitment and selection guide](#)

⁷ Ditto 6



Check to identify specific or other priority candidates in the recruitment process

5. Priority candidate

When a vacancy is posted, the HR adviser from the relevant HR department follows a specially designated procedure to check whether there are any candidates within the UvA that have priority when filling a vacancy or to whom special obligations apply based on the redeployment process in the context of the recruitment and selection of internal applicants. The following candidates are identified in the following order:

- a. Redeployment in the event of termination of the position (candidate for redeployment)
This is a UvA employee who is formally designated as a candidate for redeployment due to reorganisation and who is at risk of redundancy.
Candidates for redeployment have absolute priority for internal vacancies that can be considered suitable. This priority is based on Article 9.13 of the CAO NU and the UvA Social Charter 2023 (see *Appendix 1: Recruitment and selection process in the event of redeployment*);
- b. Redeployment investigation in the event of long-term incapacity for work
This is a UvA employee who is subject to a redeployment investigation due to long-term illness and incapacity for work (see: *Appendix 1: Recruitment and selection process in the event of redeployment*);
- c. Priority under the CAO
This is a lecturer or researcher with a doctoral degree employed by the UvA who has priority in the recruitment process for a university lecturer position where candidates are of matching ability;
- d. Priority under the CAO
This is a lecturer employed by the UvA who has priority in the recruitment process for a permanent lecturer position if an assessment reveals that they meet the job requirements.

6. Shared responsibility for the pre-recruitment check

On the employer's side, both the unit or service where the vacancy arises and the unit or service with a priority candidate or other candidate who is subject to a redeployment investigation have a shared responsibility. Both HR departments are responsible for ensuring that the check for priority candidates goes as quickly and smoothly as possible. For further details of the procedure see article 3 of *Appendix 1: Recruitment and selection process in the event of redeployment*.

7. Application of internal and external recruitment

Support and management staff

In principle, an internal recruitment process is initiated in the first instance for support and management staff vacancies. Depending on factors such as labour market shortage or diversity objectives, the dean of a faculty/director of a service or head of a unit may decide, stating reasons, to initiate an external recruitment process at the same time.

Academic staff

In principle, both internal and external recruitment processes are initiated at the same time for academic staff vacancies. Depending on factors such as finances, the dean of a faculty/director of a service or head of a unit may decide to only initiate an internal recruitment process in the first instance.

The following exceptions also apply to the above:

1. In principle, an internal recruitment process is initiated in the first instance when recruiting a lecturer from UFO profile D3 to D1.
2. When recruiting for a permanent lecturer position, a lecturer employed by the UvA who applies for the available position within their own or a related subject area will be invited to attend a selection or general interview. This candidate has priority over an external applicant if an assessment reveals that the job requirements have been met.
3. When recruiting for a university lecturer position, a lecturer or researcher with a doctoral degree employed by the UvA who applies for the available position within their own or a related subject area will be invited to attend a selection interview. This candidate has priority over an external applicant where the candidates are of matching ability.

8. Recruitment strategy and method

The recruitment and selection strategy to be pursued is determined by the selection committee⁸ in consultation with the dean of a faculty, director or head of a unit and after seeking advice from or through the HR department. The selection committee also advises the aforementioned parties on the method of recruitment for the job in question.

9. Job description

The selection committee prepares a job description. The dean or employee to whom this task has been delegated determines the terms and conditions of employment for the job in question, which are included in the job description. Reference is also made to the relevant UFO profile with scale indication. Wherever possible, the job description also lists the selection tools to be used. The job description specifies the written information expected from the applicants.

Selection

10. Selection method

The selection tools to be used are determined by the selection committee in consultation with the dean, director or head of a service.

11. Selection

The selection committee makes a selection from the applicants (see recruitment and selection guide⁹).

12. Internal applicants

For the category 'internal applicants', see the definitions for this procedure. An internal applicant has preference over an external applicant if the two candidates are of matching ability.

13. Complaints Procedure

Applicants are informed that they can submit a complaint about how they have been treated or actions taken in relation to them and the procedure followed. The complaint will initially be handled by the organisation. The UvA Complaints Procedure for Applicants applies. An applicant who has received no response or an unsatisfactory response can then contact the NVP in writing

⁸ Or the person who carries out the selection on the dean's behalf if the decision is taken not to set up a selection committee.

⁹ [Recruitment and selection guide](#)

in accordance with

the NVP Recruitment Code.

14. References

References may be obtained. References will only be obtained from third parties once the applicant has given their explicit consent.

Nomination of a candidate to fill the vacancy

15. Notification of a candidate

The selection committee informs the selected candidate that they will be nominated to fill the vacancy.

16. Report

The selection committee nominates a candidate to fill the vacancy to the dean, director or head of a unit. The nomination is substantiated on the basis of the selection criteria applied, the profile and the job description. The report includes an account of the selection procedure followed and reasons for the rejection of the other candidates. If an internal candidate has been rejected, reasons are also given as to why this individual does not have preference.

17. Commencement of employment

The dean, director or head of a unit initiates the commencement of employment procedure for a candidate who is nominated to fill the vacancy and who wishes to accept the job.

18. Rejection of applicants

An applicant who does not qualify for the job is notified, stating the reasons for the rejection, as soon as possible after the decision is made against the selection of this candidate. Rejection will take place on the grounds of the selection criteria, profile, job description and application of preference in the case of an internal applicant. If desired, the vacancy holder will provide applicants with a more detailed verbal explanation of the rejection.



Explanatory notes, guiding principles and frameworks

The general principle when filling a vacancy is that the applicant must be suitable for the job as described in the job description. Another basic principle is that internal applicants have preference over external applicants where two candidates are of matching ability.

- Application of the CAO NU and applicable laws and regulations

This procedure has been brought in line with the provisions of the CAO NU and more specifically with Article 6.1 (NVP Recruitment Code) and Chapter 9 of the CAO NU. In addition, the procedure implements the statutory redeployment obligations under Section 7: 669 of the Dutch Civil Code. The provisions of Art. 6.3 of the CAO NU are also taken into account in the diversity and inclusion requirements imposed on the selection committee. Finally, the obligation set out in Art. 6.5 subsections 5 and 6 of the CAO is met through the designation of UvA lecturers and researchers with a doctoral degree and UvA lecturers who apply for a permanent lecturer position as priority candidates.

- Application of the UvA Social Charter 2023 ¹⁰

This procedure has been brought in line with the UvA Social Charter 2023, particularly with respect to the position of redeployment candidates who are at risk of redundancy due to reorganisation.

- Adherence to the UvA's diversity policy

A uniform, transparent and fair recruitment and selection process is essential to achieve the UvA's Diversity and Inclusion objectives. It is vital that, at each step, the parties following the procedure take a critical look at their own position, any potential assumptions and bias and how these affect the decisions made. Selection committee members can be expected to be adequately equipped before taking on this role. In addition, the chair must ensure that the selection committee is diverse in its composition and assign one committee member the role of 'diversity advocate' if necessary. This procedure is in line with the diversity objectives. Greater diversity of individuals and perspectives contributes to quality and social impact. Generally, awareness of the added value of diversity and the will to work towards it are more decisive factors in the successful realisation of this objective than the lack of opportunities and/or instruments. The diversity objectives provide a clear starting point for raising awareness in every selection process.

- Adherence to the UvA's Career Policy for academic staff and support and management staff (Executive Board decision dated 12-12-17, following approval by the Central Works Council) Academic staff

Academic staff operate in an international, highly competitive labour market. This has implications for the recruitment, development, retention and release of academic staff. The best person for the job is selected in the interest of both the employer and the employee.

The UvA's approach to recruitment needs to be in line with normal practice on this competitive labour market. The labour market for academic staff is largely open: academic staff have an employment contract with the UvA, but also explicitly identify with their own academic field.

¹⁰ The Social Charter 2023 amended as a result of the change to Art. 9.1 of the CAO NU

Essentially, this means that both internal and external recruitment processes are initiated from the outset for academic staff vacancies. Depending on the circumstances, for example due to financial factors, the decision may also be made to recruit internally in the first instance. Exceptions to this rule are:

- In principle, an internal recruitment process is initiated in the first instance when recruiting a lecturer from UFO profile D3 to D1.
- When recruiting for a permanent lecturer position, a lecturer employed by the UvA who applies for the available position within their own or a related subject area will be invited to attend a selection or general interview. This candidate has priority over an external applicant if an assessment reveals that the job requirements have been met. This implements Article 6.5 subsection 6 of the CAO.
- When recruiting for a university lecturer position, lecturers and researchers with a doctoral degree employed by the UvA who apply for an available position within their own or a related subject area will be invited to attend a selection or general interview. This implements Article 6.5 subsection 5 of the CAO.

Support staff

Support and management staff primarily operate in a national market. The UvA is committed to attracting and retaining high-quality support and management staff at the university. For support and management staff, professional development and general sustainable employability can ideally result in internal mobility or a step within the UvA to a similar or different job in another faculty or service, to enable an individual to gain broad experience. Transparency, due care and uniformity in support and management staff career policy across facilities and services, and clear agreements on employee mobility is possible and desirable throughout the UvA. Any barriers to mobility in terms of outstanding leave, accrued unemployment benefit entitlement and so on will be removed by clear agreements wherever possible. Clear information on this topic will be provided on the UvA website¹¹.

The decision has been taken from a policy perspective to strengthen the position of internal support and management staff candidates. The UvA chooses to establish or re-establish an effectively functioning internal labour market for permanent and temporary support and management staff.

Broadly speaking, this means:

- that an internal recruitment process is always initiated first for support and management staff vacancies. Depending on factors such as labour market shortage or diversity objectives the decision may be taken, stating reasons, to initiate an external recruitment process at the same time. For internal recruitment, see Appendix 1: Recruitment and selection process in the event of redeployment.
- that it is clear in which situations a vacancy within a department, service or faculty can be filled without a UvA-wide job posting.
- a new/revised definition of the terms vacancy, redeployment candidates, priority candidates and internal applicants, specific priority and preference.

The practical details have been set out in two appendices:

Appendix 1: Recruitment and selection process in the event of redeployment;

Appendix 2: Recruitment, selection and redeployment procedure: step-by-step plan.

¹¹ See also the **internal mobility guide**



Appendix 1: Recruitment and selection process in the event of redeployment

This process describes the recruitment and selection procedure to be followed in the event of redeployment.

Introduction

It is normal for individuals to occasionally change job and/or employer over the course of their career. In many cases, such a step is taken on the initiative of the employee. In some instances, however, an employee is forced to look for another job, as in the case of redeployment in the context of a reorganisation. When this happens the employer will support the employee in their search for another suitable job. Indeed, the employer often has an obligation to do so under the CAO and regulations.¹² This process describes the situations in which an employee becomes a priority candidate and the steps to be taken in the redeployment investigation.

1. Situations in which an employee becomes a priority candidate and in which a redeployment investigation applies

An employee can become a priority candidate with a redeployment investigation if: a. a reorganisation within the meaning of Article 9.1 of the CAO results in the full or partial termination of their position or causes them to become superfluous and they are consequently at risk of redundancy and have redeployment candidate status as referred to in the UvA Social Charter 2023, or;

b. it is established by the occupational physician and/or on the basis of an Employment Insurance Agency investigation that the employee is no longer able to fulfil their current function due to temporary or permanent, partial or full incapacity for work, but is considered able to perform other work.

A redeployment investigation does not apply to the other priority candidates referred to under c and d of the recruitment and selection procedure.

2. Situation involving cooperation and/or performance issues

Where an employee is at risk of redundancy due to cooperation and/or performance issues that have arisen in their current workplace and that prove impossible to resolve (as determined by or on behalf of the dean of the faculty or most senior manager in an organisational unit) and that are beyond the employee's control, and demonstrable efforts have failed to identify a suitable job within their own faculty or service, the decision may be taken to initiate a redeployment investigation.

3. Procedure for designating a priority candidate with a redeployment investigation

The procedure for designating priority candidates is as follows:

- the dean of the faculty or the most senior manager in an organisational unit of the UvA designates an employee as a priority candidate, stating the reasons as referred to under step 1 (a) and (b);

¹² See for example Article 9.12 of the CAO NU and Article 9 subsection 2 of the Sickness and Disability Scheme of the Dutch Universities (ZANU) 2021.

- the designation takes place in writing, in other words by letter or email, to the employee, stating reasons. The effective date and period of priority candidate status are also specified.

4. Procedure for initiating a redeployment investigation in the event of cooperation and/or performance issues

When a redeployment investigation is initiated, the dean of the faculty or the most senior manager in an organisational unit of the UvA informs the employee of the start date and duration of the redeployment investigation.

5. Check for priority candidates and other candidates subject to a redeployment investigation before the vacancy is published

Check prior to publication of the vacancy Before a vacancy is published, a UvA-wide check is first performed to identify any priority candidates who have priority for the vacancy. A check is also performed to identify any candidates subject to a redeployment investigation as referred to under 2.

Shared responsibility

On the UvA's side, both the unit or service where the vacancy arises and the unit or service with a specific or other priority candidate or candidate as referred to under 2 have a shared responsibility. Both HR departments are responsible for ensuring that the check for priority candidates and other candidates subject to a redeployment investigation goes as quickly and smoothly as possible.

Vacancy check platform

For the purpose of this check, a Vacancy check platform is set up that all relevant HR employees from faculties, units and services can access and take part in. Before a vacancy is posted on the UvA website, a check is performed within this platform to identify priority candidates for whom the vacancy may be suitable or could be suitable within 12 months after retraining, reskilling or upskilling, or any other candidates who are subject to a redeployment investigation.

Interview with a priority candidate

A priority candidate for whom the vacancy may be suitable will be given the opportunity to submit a CV and cover letter to the selection committee. This must take place as soon as possible after the priority candidate becomes aware of the vacancy, but preferably within three working days. An interview is then held with the priority candidate. If there is a match, the vacancy will no longer be published. If there is no match, the vacancy will be published.

Interview with another candidate subject to a redeployment investigation

A candidate as referred to under 2 who is subject to a redeployment investigation and for whom the vacancy may be suitable will also be given the opportunity to submit a CV and cover letter to the selection committee. This must take place as soon as possible after this candidate becomes aware of the vacancy, but preferably within three working days. An interview is then held. If the interview results in a match, the vacancy will no longer be published. If there is no match, the vacancy will be published.

6. A job is suitable if:

- the job can be considered suitable for a redeployment candidate under the Social Charter with due observance of the provisions of Article 9.12 of the CAO NU and the job rating is no more than one salary scale lower than the salary scale that applies to the redeployment candidate;
- for all other candidates: if the employer considers the work entailed to match the employee's training, experience and skills, unless the employee cannot be required to accept this work for

physical, psychological or social reasons (to be assessed by the occupational physician and/or the Employment Insurance Agency in the event of incapacity for work).

The following factors play a role here:

- the nature of the job and/or level of remuneration must be acceptable (in this context, one scale lower is still acceptable);
- a change of function must not be impossible;
- the hours of employment must still be acceptable (a slightly lower or slightly higher working time factor is possible depending on the circumstances);
- the travel time;
- personal factors (family situation, health concerns, conscientious objections).

7. **Duration of the redeployment investigation**

The duration of the redeployment investigation is as follows in the following situations:

Reorganisation or termination of the position (see Article 1a)

Articles 9.10 and 9.11 of the CAO set out the periods in which employees will not be made redundant as a result of reorganisation (or position termination in the absence of a formal reorganisation) and a redeployment investigation will take place. The redeployment period corresponds with the employment protection period stipulated in Articles 9.10 and 9.11 of the CAO and the notice period in Article 8.1 subsection 2 of the CAO. It should be noted here that the employment protection periods are to be phased out in the period from 1 July 2023 to 1 January 2025.

Long-term illness/incapacity for work (see Article 1b)

a. During the period of the Eligibility for Permanent Incapacity Benefit (Restrictions) Act, if based on the recommendation of the occupational physician and/or an Employment Insurance Agency investigation an employee's own job is found to be no longer sustainable and appropriate, the employee will also be classed as a priority candidate in their second year of illness.

b. During the period after the Eligibility for Permanent Incapacity Benefit (Restrictions) Act In accordance with Article 9 subsection 2 of the Sickness and Disability Scheme of the Dutch Universities (ZANU), the UvA will ensure that the employee is redeployed within one year of the recommendation of the Employment Insurance Agency on the possibilities for redeployment in one or more other jobs.

Cooperation and performance issues (see step 2)

In these situations the redeployment investigation lasts three months.

8. **Order of priority candidates**

If several priority candidates are suitable (or can be made suitable within the foreseeable future) for a vacancy, a decision must be made as to which priority candidate is first in line.

- An employee who is at risk of redundancy due to reorganisation has absolute priority when filling an internal vacancy (under Article 9.13 of the CAO and the UvA Social Charter) in the case of a suitable job as referred to in Art. 9.12 of the CAO;

- An employee who has been identified by the occupational physician and/or an Employment Insurance Agency investigation as being no longer able to fulfil their current function due to temporary or permanent, partial or full incapacity for work, but who is considered able to perform other work has priority status.

Otherwise, the relative level of suitability for the job of the priority candidates and candidates who are subject to a redeployment investigation due to cooperation and



performance issues, or the period of time within which the redeployment candidates can be made suitable for the job, is the deciding factor.



Appendix 2: Recruitment, selection and redeployment procedure: step-by-step plan

Step 1	A position becomes available
Step 2	The position does or does not lead to a vacancy
Step 3	Dean or most senior manager determines the UFO profile with scale indication
Step 4	Dean or most senior manager sets up a selection committee
Step 5	<p>Check to identify priority candidates subject to a redeployment investigation: check takes place by means of a digital platform to be set up in the context of the UvA matching consultations on which all HR departments within the UvA post their vacancies. Before a vacancy is posted, a check is performed on this digital platform to identify any priority candidates for whom the vacancy may be suitable. A priority candidate for whom the vacancy may be suitable will be given the opportunity to submit a CV and cover letter to the selection committee. This must take place as soon as possible after the candidate becomes aware of the vacancy, but preferably within 3 working days. An interview is then held with the priority candidate. If there is a match, the vacancy will no longer be published. If there is no match, the vacancy will be published.</p> <p>Employees for whom a redeployment investigation has been initiated due to cooperation and/or performance issues have special status. If the vacancy may be suitable, these candidates will also be given the opportunity to submit a CV and cover letter to the selection committee. This must take place as soon as possible after the candidate becomes aware of the vacancy, but preferably within 3 working days. An interview is then held with the priority candidate. If there is a match, the vacancy will no longer be published. If there is no match, the vacancy will be published.</p>
Step 6	There is a job vacancy for academic staff or for support and management staff
Step 7	Preparation for recruitment, i.e. - job spec - profile
Step 8	<p>Recruitment</p> <p>Distinction between support and management staff/academic staff vacancies, i.e.</p> <p>Support and management staff: in principle, internal recruitment unless the decision is taken to follow an external recruitment process at the same time.</p> <p>Depending on factors such as labour market shortage or diversity objectives the decision may be taken, stating reasons, to initiate an external recruitment process at the same time.</p> <p>Academic staff: in principle, both internal and external recruitment processes from the outset. The following exceptions apply:</p> <ol style="list-style-type: none"> 1. In principle, an internal recruitment process is initiated in the first instance when recruiting a lecturer from UFO profile D3 to D1. 2. When recruiting for a permanent lecturer position, a lecturer employed by the UvA who applies for an available position within their own or a related subject area will be invited to attend a selection interview. This candidate has priority over an external applicant if an assessment reveals that the job requirements have been met. 3. When recruiting for a university lecturer position, a lecturer or researcher with a doctoral degree employed by the UvA who applies for the available position within their own or a related



	priority over an external applicant where the candidates are of matching ability.
Step 9	Selection - selection committee determines which selection tools are used - complaints procedure i.e. internal in the first instance then NVP - references
Step 10	Nomination of a candidate to fill the vacancy - selected candidate is informed - report by the selection committee to the dean, the director or the head of a unit. The nomination is substantiated on the basis of the selection criteria, profile and job description. A report is also produced on the selection procedure followed.
Step 11	Rejection of applicants, stating reasons, with a particular focus on internal applicants.
Step 12	Procedure for commencement of employment initiated.