



Document Creation/Amendment/Abolition Application

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Xi'an Jiaotong-Liverpool University Confidential and Proprietary Information

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Document Amendment Records (DAR)

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Policy and Procedure for Staff Recruitment

1.0 Purpose

This Policy is designed to provide the best practice and comply with legislation, to ensure that the right people are in the right roles at the right time, and that there is a pipeline of talent to fill foreseeable job vacancies, to ensure that the XJTLU attracts, retains the most highly qualified workforce, and runs efficiently with a competitive advantage.

2.0 Scope

This policy applies to key groups involved in recruiting process in the university, i.e. HR recruitment staff, head of departments, hiring managers, and external candidates for full-time regular job opportunities outside of XJTLU. The policy applies to both recruitment for XJTLU Suzhou and Taicang campus.

3.0 Definition

Policy and Procedure for Staff Recruitment refers to the strategies and key processes of attracting, screening, and selecting qualified candidates outside of XJTLU for full-time positions.

4.0 Policy

4.1 External recruiting strategy

XJTLU external recruiting strategy is aligned with its overall university objectives and has broad acceptance and support from leadership. Where practical, XJTLU employs a consistent application of external recruitment practices across the organization.

Recruiting selects candidates primarily through interview processes that seek to match the candidates' values to XJTLU core values and verify the candidates' functional competencies in relation to the job requirements.

4.2 Diversity

Workforce diversity provides XJTLU with a competitive advantage, leads to better ideas and innovation, and helps the company maintain a sustainable position in the marketplace. A staff population consisting of differing ages, genders, races, nationalities, personalities, behaviors, sexual orientations, religions, skills and abilities has contributed to XJTLU success as a leading international university in China.

Diversity includes the following key principles:

Diversity comes in many different forms and it is not limited to the physical characteristics in individuals.

When searching for candidates to fill open roles, a diverse pool of candidates shall be evaluated rather than focusing on one particular segment.

Employment selection decisions should be made in a nondiscriminatory manner- all applicants and staffs should be considered on the basis of job-related qualifications, abilities, and performance.

4.2 Confidentiality

All applications and other materials submitted by applicants must be treated in strict confidence by all panel members and others involved in the administration of the recruitment. No information about the identity of applicants, or details of their applications, should be released to others, except where it is necessary as part of the selection process. No information about the performance of candidates at interview, or the reasons for selection or non-selection of candidates, should be discussed outside the selection panel.

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4.3 The Interview Panel

Interview Panels should aim to have a diversity of perspectives and backgrounds represented on the panel, and to be appropriately diverse to fairly judge the candidates being interviewed. The intention is to ensure that no candidate feels disadvantaged by the make-up of the Panel and the maximum breadth of experience is represented on the Panel. It is the University's policy that each Interview Panel should include:

- The SMT member (if necessary)
- The School Dean/Centre Director
- The Head of Department
- Departmental staff relevant to the hiring position, e.g. line manager of the position, senior specialist or expert in certain field.
- Representative from an external department
- Representative from HR Office (recommend)

4.4 Roles and responsibilities

Key groups involved in external recruiting process are HR recruitment team, hiring managers and approvers. Each group does its crucial part to ensure successful full-cycle recruitment, and their roles and responsibilities are defined as follows:

4.4.1 Recruitment team

- Establish and execute strategies for internal and external recruitment
- Set and implement recruitment policies and procedures
- Oversees operational aspects of internal recruiting
- Provide tools and systems for recruitment
- Partner with hiring managers throughout recruiting process

4.4.2 Hiring manager

- Participate in recruiting process
- Adhere to recruiting policies and procedures
- Own the hiring decision and responsibility for who is ultimately fit into a role

4.4.3 Approver (i.e. HRD, VP in charge, VPHR, EP)

- Guide the process of establishing recruiting strategies, policies and procedures
- Review the justification and rationale for recruiting requirements submitted by head of department/hiring managers
- Approve or provide suggestions in relation to recruiting demand by different departments/offices

4.5 Employment of family members

At all XJTLU campus, employment of family members is allowed but not advocated. The recommended family members as candidates must be assessed and interviewed according to external recruitment procedures. It is also not allowed the interview panel is a family member to a candidate.

It's forbidden for staffs who are husband and wife to work at the same department, and a direct reporting relationship shall be avoided between family members.

Supervisors should notify the Human Resource Office when possible violation of this policy arises as a result of marriage, legal adoption etc. between a supervisor and a subordinate.

Should a conflict arise, HR office will attempt to assist staffs in locating suitable alternative positions (refer to policy on Conflict of Interest)

5.0 Procedure

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External recruiting involve different phases and steps. Heavy involvement from HR recruitment team is typically seen at the beginning and end of the process.

5.1 Job posting

Upon HRD and SMT's approval, annual headcount requisition plan will be delivered to HR recruitment team. Each recruiter should clarify and confirm with hiring manager in terms of job description (core requirements & preferences for the role), position headcount information, position level and other relevant issues important to executing recruiting strategies.

Recruiter finalizes a sourcing strategy appropriate to the position. Potential sources can include: website applicants, job fairs, social media sites, etc.

For headcounts within budget plan, recruiter will proceed job posting directly, while for headcounts out of budget plan, approval from HRD, SMT shall be needed before proceeding to the next stage.

5.2 Shortlisting

Recruiter makes the first screening of applications and ensures that they meet minimum qualifications, who will go through a brief interview with recruiter typically via phone.

Candidates who are successfully interviewed by recruiter will be presented to hiring manager, who will make the final shortlist decision for interview.

5.3 Interviewing and Evaluating

Interview panel may consist of SMT member (if necessary, e.g. for School Dean, Professor level Position), School Dean, head of department, hiring manager, recruiter and/or other stakeholders relevant to the position. Interview can be conducted through phone or on-site. Hiring decisions should be made on the basis of discussion and evaluation by all interview panel members.

5.4 Reference Checking

Reference check will normally be taken up for the successful interviewees after the final selection to confirm the decision made by the Interview Panel. It is required that 3 reference letters be collected for successful candidates, among which includes at least 1 from his/her current employer. Reference letters are considered as confidential documents and restricted to those members of staff involved in the selection process.

5.5 Offering

Offers are proposed by hiring managers and will normally go through an approval workflow involving HRD, VP in charge, VPHR, EP, etc. Hiring managers at this stage should ensure that the offer information is consistent with the proposed workforce plan, i.e. the position headcount, position level and salary level. Upon formal offers are issued, recruiter negotiates and confirm offer details such as salary information, on-board date, etc. with successful candidates.

Related Policy

Internal Job Opportunity and Transfer Policy

General Policy on Non-full-time Staff Management

Rehire Policy

Conflict of Interest Policy

Related Form

Job description

Interview evaluation form

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