

**UNIVERSITIES ACT 1997**

**UNIVERSITY COLLEGE CORK –  
NATIONAL UNIVERSITY OF IRELAND, CORK**

***REGULATION***

*on*

***APPOINTMENT TO PROFESSORIAL POSTS***

*adopted by the Governing Body at its meeting on 15<sup>th</sup> April  
2014 by virtue of the Universities Act, 1997, ss 18(2) and 25(1)  
and Principal Statute B.5.b and F.1.a*

## ***Appointment to Professorial Posts***

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## **1. Introduction**

*1.1. Objective of procedures.* The overarching objective of these appointment procedures is to enhance the manner in which appointments are made in order to attract, recruit and retain high-calibre candidates. The position of Professor is the highest academic post within the University, and has an important leadership role with regard to the development of the subject and its representation both inside and outside the University.

*1.2 Application of Regulation.* These procedures apply to all professorial appointments, both Professor (Full) and Professor (Scale 2). At the commencement of the process and prior to advertising the members of the Selection Committee shall decide if the position is to be advertised as Professor (Full), Professor (Scale 2) or both. In the event that the Committee decide both, then the Candidate Information Pack should contain the Professor (Full) job description only but should state that depending on the level of experience of the successful candidate the appointment may be made at either Professor or Professor (Scale 2) level.

*1.3. Qualifications for appointment.* The qualifications required for appointment to such a position shall include (but are not limited to):

- high academic distinction with the capacity to provide leadership in the development of the subject and in the promotion of teaching and research;
- the capacity to represent effectively the subject and the academic unit inside and outside the University;
- the ability to act as head of an academic unit; and
- a willingness to participate in the overall life of the University.

The attached Appendices 1 and 2 outline in detail the requirements of the role of Full Professor and Professor (Scale 2) and the criteria for appointment to the role of Full Professor and Professor (Scale 2), as approved and agreed by Governing Body.

*1.4. Principles of equality and diversity.* The setting of selection criteria, short-listing, interviewing, and selection shall, in general, follow the recommendations set out in the document *Non-Discriminatory Interview Practice: Recommendations for Interviews*, and shall be conducted in a manner compliant with the Employment Equality Acts 1998-2004 and other relevant legislation. No candidate shall be discriminated against on any of the nine grounds mentioned in legislation, i.e. Gender, Marital Status, Family Status, Race, Religion, Sexual Orientation, Age, Disability, or Membership of the Traveller Community.

## **2. The Selection Committee (“the Committee”)**

*2.1. Introduction.* A single committee will oversee the appointment throughout the entire process of search, advertising, and short-listing to final interview and assessment. On receiving confirmation that the post has been approved for staffing, the Department of Human Resources shall request a list of members of the Selection Committee (other than the Chair) from the Head of College.

*2.2. Composition.* The President or nominee shall chair the Selection Committee. A nominee may only be appointed by the President to Chair a Selection Committee where such nominee has completed a training programme for Selection Committee Chairs, provided by the Human Resources Department. The nominee must be either the Registrar, a Head of College or a staff member at full professorial level.

Ordinarily the President shall chair the initial meeting of the Selection Committee.

The other members shall include:

- Registrar or nominee (nominee to be at Head of College or full professorial level);
- The relevant Head of College or nominee;
- The relevant Head of School (or if no School exists, the Head of the relevant academic unit) or nominee (as nominated by the relevant Head of College);
- Two academics of equivalent standing from within the relevant College (For the avoidance of doubt for the filling of professorial posts these positions shall be filled by full professors. Where a position is advertised at full professor and professor (scale 2), these positions on the Committee shall also be filled by full professors. Where the position is advertised at professor (scale 2) only, these positions may be filled by individuals at professor (scale 2) grade)
- Two external assessors (see below);
- A Human Resources Representative nominated by the Director of Human Resources (see below).

*2.3. Equality, diversity and conflict of interest.* The composition of the Selection Committee shall reflect the University's commitment to principles of equality and diversity. Gender representation in particular must be achieved on the Selection Committee. In the event of both sexes not being represented following the appointment of the external assessors, the Selection Committee, following consultation between the Chair and the Head of College, shall determine an appropriate alternate for one of the "two academics of equivalent standing from within the relevant College". The University's *Code on Conflict of Interest in relation to Recruitment and Promotions* shall apply to all members of the Committee, both internal and external.

*2.4. Selection of internal members.* The relevant Head of College shall, following consultation with the College Executive Management Committee and the Head of School, recommend to the College Council the internal membership (other than the Chair and the Registrar) in accordance with the requirements of this regulation. The College Council may approve the recommendation or refer it back to the Head of College. Following approval, the College Council shall report its decision to the Academic Board for information, and the Head of College shall notify the Department of Human Resources of the Committee's membership.

Internal members of the Committee should consult the University *Code on Conflict of Interest in relation to Recruitment and Promotions* in relation to being cited as a referee for any of the candidates.

*2.5. College of Medicine and Health.* Appointments in the College of Medicine and Health shall include HSE participation on relevant Selection Committees, together with the practice of including "clinical expertise" within the Selection Committee where such expertise is required.

*2.6. Additional members.* Additional members may be added by the College Council, where required to ensure the range and depth of expertise necessary on the Committee. The inclusion of additional members shall initially be discussed between the Head of College and the Registrar.

*2.7. External Assessors: Selection.* External Assessors shall be identified at the commencement of the process, in advance of finalising the selection criteria and the commencement of advertising and search. A list of at least six names of possible External Assessors including a detailed biography shall be provided to the Head of College by the relevant Head of School (or if no School exists, the Head of the relevant academic unit). The nominating Head must include a declaration that no conflict of interest exists in respect of the list of possible External Assessors. The External Assessors shall be ranked by the Head of College following consultation with the College Executive Management Committee and Head

of School. The Human Resources Department will then be informed as to the ranked listing of nominated External Assessors by the Head of College, prior to the first meeting of the Committee taking place.

**2.8. Chairperson: Role.** The role of the Chairperson is to ensure the overall integrity of the recruitment and selection process. The Chairperson shall lead the short-listing and interview process, including the introduction of candidates to the Selection Committee and the explanation of procedures. In particular the Chairperson shall ensure that sufficient feedback is recorded in respect of unsuccessful candidates at both short-listing and interview. The attached Appendix 3 outlines in detail the role of the Chairperson.

**2.9. Selection Committee: Role.** The role of the members of the Selection Committee is to ensure that all candidates are impartially and objectively assessed against the selection criteria for the post at both short-listing and interview. At interview the members of the Selection Committee should ask each candidate the same set of core questions to provide a consistent basis for comparison. The Selection Committee is at liberty having posed the core questions to ask whatever follow on questions it deems appropriate in accordance with this policy. All candidates should be treated in an equal and uniform manner consistent with the *Principles of equality and diversity* as set out above.

Selection Committee members shall at the time of invitation be given details of the University's *Code on Conflict of Interest in relation to Recruitment and Promotions*. In particular a Selection Committee member with a conflict of interest **must** declare so both at short-listing and (if relevant) interview. Thereafter the provisions in relation to conflict of interest will apply. The attached Appendix 3 outlines in detail the role of Selection Committee members.

**2.10. External Assessors: Role.** The role of external assessors is as objective specialists, who advise the Committee during the process, including review of the documentation prior to advertising and other pre-advertising activity, and participating in the assessment of candidates at both short-listing and interview stage. Ordinarily, at least one of the two external assessors should be internationally based. The external assessors shall be at full professorial level within their own institutions.

External assessors shall at the time of invitation be given details of the University's *Code on Conflict of Interest in relation to Recruitment and Promotions*. In particular, they shall be advised that **they shall not be referees of any candidates**. The attached Appendix 3 outlines in detail the role of External Assessors.

**2.11. Human Resources Representative: Role.** The role of the Human Resources Representative shall be to provide advice and support to the Committee, to ensure fairness and equity in the conduct of the overall process, to provide advice and support in the application of procedures and relevant legislation governing recruitment and selection, and to act as a conduit between the Committee and the Department of Human Resources. The HR Representative shall raise any matters of concern regarding the conduct of the recruitment process with the Chair in the first instance. If concerns persist, the HR Representative will raise the matters at issue with the Director of Human Resources.

The HR Representative shall attend all Selection Committee short-listing meetings. The HR representative will not *ordinarily (see below)* be present during the course of interviews and will prior to the commencement of interviews brief the members of the Selection Committee on policy, procedures, relevant legislation, scoring, format of questions and will be available throughout the course of the process in a support and advisory role. The HR representative will be available to advise the Chairperson on matters relating to the operation of these regulations and on any other relevant matters.

The HR representative will attend when the interviews are completed and prior to the commencement of scoring by the Selection Committee in order to verify all documentation, debrief the Selection Committee and assist the Chairperson in the completion of the Selection Committee report. The attached Appendix 3 outlines in detail the role of the HR representative.

The HR representative will be present for the full selection process (including interviews) if:

- (a) The post being filled is an appointment under the Regulation on Appointment to Professorial Posts;
- (b) The post being filled is one covered by Section F.1.c. of the Principal Statute; or
- (c) The HR Representative is a participating member of the Selection Committee.

**2.12. Training.** With effect from the date of approval of this regulation any individual nominated as Chair of a Selection Committee must have participated in training in Recruitment and Selection for Chairs of Selection Committees, as delivered by the Department of Human Resources. With effect from one year from the date of approval of this regulation at least 50% of the internal members of the Committee must have participated in training in Recruitment and Selection for Members of Selection Committees, as delivered by the Department of Human Resources. With effect from two years from the date of approval of this regulation 100% of the internal members of the Committee must have participated in the relevant training.

### **3. Responsibilities: pre-advertising stage**

**3.1. Documentation for advertising.** The Committee shall prepare and agree the documentation for advertising including the advertisement, Candidate Information Pack and particulars of post which detail the responsibilities of post and person specification/selection criteria. This shall be prepared in accordance with a core set of generic job descriptions and selection criteria established by the University according to the grade of the post to be staffed, and will be reflective of criteria in place for promotion to the appropriate level. Post-specific selection criteria may be added by the Committee as and where appropriate. It is the responsibility of the Committee to ensure that the details of the post, including the job description shall be clearly aligned with the University's strategy and reflective of the most up to date information in respect of both the University and the hiring School/Department. The particulars of post **must state both essential and desirable criteria** for appointment to the role.

**3.2. Additional materials.** The Committee shall agree other materials to be included in the Candidate Information Pack; these may include a profile of the relevant academic unit and College, data relating to specialised areas of research activity, reports, plans etc., and any other relevant and appropriate information which may be useful in attracting high calibre candidates to apply for the post. The Department of Human Resources shall make information available to candidates in relation to Cork and available relocation support. All of the foregoing shall be included in the Candidate Information Pack.

**3.3. Advertising and search strategy.** The Committee shall agree the advertising strategy and search strategy. The purpose of the search strategy is to optimise the range, diversity and quality of applications, and shall require the Committee to consider, document and carry out search methods which go beyond the normal advertising processes, prior to advertising. The strategy will vary for each competition, and may include:

- notifying relevant academic contacts, professional and discipline associations and advertising

- in their newsletters, websites, at conferences etc.;
- identifying suitable print and web resources in countries which the University wishes to target;
- seeking expert knowledge from existing and former staff members as to the sourcing of candidates;
- identifying potential candidates or individuals who may assist in the process within such groups as extern examiners (present and past), senior alumni, former visitors, presenters of conference papers, conference/forum participants;
- engaging a specialist recruitment agency to identify appropriate candidates where this is considered advantageous;
- contacting external experts in the area to identify potential candidates; and searching online for potential candidates.

The report of the first meeting of the Committee shall detail the search strategy to be adopted. Committee members will be tasked with assisting with different elements of the search, and the Department of Human Resources can assist with particular aspects of the search e.g. contacting identified potential candidates to advise them of the forthcoming vacancy. Where possible, when vacancies are identified, advertising and search should take place at the earliest opportunity, thus ensuring that the University can compete for high calibre international candidates.

*3.4. Settling dates.* The Committee shall agree closing dates and (where possible) indicative dates for short-listing and interview. This information shall be made available to candidates in the particulars of post, if agreed in advance of advertising. The time period between advertisement and closing date shall be at least 6-8 weeks duration, to assist in ensuring that vacancy information reaches the widest possible audience. In exceptional circumstances and with the prior approval of the Director of Human Resources the time period between advertisement and closing date may be 4 weeks duration.

*3.5. Settling of criteria.* The Committee shall agree a process in relation to the verification of publications and other relevant criteria in relation to each application received.

*3.6. Report.* The criteria meeting may take place via email, but in the event that a physical meeting takes place, the Committee shall prepare a short report (Criteria Meeting Report) on the decisions made at the pre- advertising meeting in relation to advertising and search strategy, in addition to confirmation as to the additional documentation which shall be made available to candidates in the further particulars of post. In the event that the criteria meeting takes place via email, the email correspondence shall serve as the Criteria Meeting Report.

*3.7 Canvassing.* Candidates for a position may be advised, on request, as to the membership of the Selection Committee. However, canvassing, i.e., making an approach to secure an unfair advantage or any other form of interference in the process by a candidate, will lead to disqualification. It is entirely reasonable for candidates to seek information about the University, school or department and it follows that candidates who wish to make inquiries about the University prior to interview should be facilitated. Where this facility is offered, it must be made available to all candidates both internal and external. However, this contact is not in any sense part of the selection procedure and care must be taken to ensure that individuals are neither advantaged nor disadvantaged by the contact. It must be remembered that the interaction has no formal standing and no impression formed as a result of the meeting should be made available to the rest of the Selection Committee. A decision to exclude a candidate under this provision shall be made by the Director of Human Resources following consultation with the Chair of the Selection Committee.

#### 4. Responsibilities: short-listing stage

4.1. *Short list.* The Committee shall short-list candidates for interview (normally a maximum of six candidates per post). Advertisements for the post and the post details will notify candidates that late applications will not be accepted. Applications received after the advertised closing date and time for the position will not be considered by the Committee. A reserve list may be made to include candidates who meet the criteria but who are ranked below the top ranked candidates.

4.2. *Re-advertise.* In the context of a limited field of suitable applicants the Committee may decide, for the robustness & validity of the process, to attract a wider field of candidates through extending the advertising period or re-advertising the position. Any candidates shortlisted prior to re-advertisement will be included as a shortlisted candidate for the re-advertised position.

4.3. *Dates.* The Committee shall finalise interview dates.

4.4. *Seminar arrangements.* Any seminar will be conducted as part of the interview process. The Committee shall decide at short-listing whether to:

- (a) hold an academic seminar which would include an audience of the academic staff of the relevant School/Department;
- (b) hold an academic seminar which would be made to members of the Selection Committee only; or
- (c) decline to hold an academic seminar.

If (a) or (b) are chosen **all** Selection Committee members **must** attend the seminar presentation. If (a) is chosen the seminar audience may ask questions as part of the seminar process but **may not** provide feedback to members of the Selection Committee and members of the Selection Committee **must not** discuss the seminars with any of the audience other than other members of the Selection Committee.

The Committee shall agree details of seminar including the title, nature and subject duration..

4.5. *Contact with Academic Unit/Campus Visits.* The Committee shall agree the name of appropriate School contact for candidates wishing to visit the academic unit prior to interviews. Short-listed candidates shall be offered an opportunity to visit the relevant academic unit prior to interview to meet relevant staff of the University. There will also be an opportunity for those short-listed candidates to be given a guided tour of the campus which shall be arranged via the Department of Human Resources.

4.6. *Report.* The Committee shall prepare a short report (Shortlist Meeting Report) on the outcome of the short-listing process. As part of the Report all members of the Selection Committee shall sign specifically to confirm compliance with the University *Code of Conflict of Interest in Relation to Recruitment and Promotions*.

The Shortlist Meeting Report shall specify in respect of each unsuccessful candidate the areas in which the Selection Committee deemed the candidate did not meet the essential criteria for the post.

#### 5. Responsibilities: Selection stage

5.1. *Consistency of process.* For consistency, all short-listed candidates should experience the same assessment process. While the selection process will generally consist of seminar and interview the

Selection Committee may at its discretion require such other assessment techniques as it deems necessary (such as workshops/psychometric testing), provided such assessment applies to all short-listed candidates.

*5.2. Attendance of Reserve Candidates.* So as to ensure consistency of assessment any invitation to a reserve candidate for attendance at seminar and interview shall issue no later than 10 days prior to the scheduled date for the commencement of seminars and interview. This should allow sufficient time for candidate preparation and travel, as well as the collation of employment references.

*5.3. Seminar & Interview Attendance.* Ideally in all circumstances short-listed candidates should attend in person for seminar and interview. In exceptional circumstances where a short-listed candidate through no fault of his/her own is unable to travel, a video conference *may* be facilitated subject to the agreement of the Selection Committee. Such facilitation will be subject to the video conference facilities being compatible with University systems in operation at the time of interview. In no circumstances will assessment via telephone only be allowable.

In the event that an individual interviewed via video conference is recommended for appointment, then s/he will be required to attend in person for a second interview in advance of any formal offer of appointment being made.

*5.4. Seminar: Format and attendance.* Candidates shall ordinarily be requested to give a presentation with an opportunity for questioning from the members of the Selection Committee and if in attendance (*see 4.4 above*) the academic members of the School/Department. . The format of the seminar can be amended subject to the requirements of the post. The notification of interview to the candidate will include details of any seminar requirements. Where a seminar is required it **must** be scored however the Committee shall have full discretion as to the weighting of the score.

*5.5. References.* References for candidates for interview will be requested by the Department of Human Resources prior to interview. Where possible such requests will include the current employer. It is the responsibility of the candidate to ensure that references are received in advance of interviews. Where members of the Selection Committee are nominated as a referee, a candidate will be advised that only one member of the Committee may provide a reference. In the event that a Selection Committee member (excluding the external assessor(s)) decides to provide a reference, such a reference may only be factual in content and cannot recommend the candidate for appointment. Under no circumstances may an external assessor provide a reference for a candidate. References shall be considered by the Committee as a distinct part of its deliberations but shall not be scored.

Following completion of the interview process and the identification of the most preferred candidate, any offer of appointment will be subject to receipt by the Department of Human Resources of a satisfactory verbal reference from the candidate's current employer a note of which shall be recorded in the recruitment file.

*5.6. Interview.* The Committee shall conduct interviews and apply other relevant assessment methods to acquire information relevant to work-related requirements. At the outset of the interview process and before any candidate presents for interview, the Committee shall decide on which criteria are to be scored and the relative weighting of each criterion. **The full Committee shall participate in each interview.**

At the commencement of the Interview process each member of the Selection Committee shall sign the relevant section of the Interview Report indicating that they have no conflict of interest [as defined in University Policy] to declare with regard to any of the candidates.

The Committee may conduct a second interview, where following the first interview and seminar process, it is agreed by the Committee that there is a necessity to conduct a further assessment of all or a number of the candidates previously interviewed.

Members of the Selection Committee may record notes during interview of each candidate so as to assist in recall and discussion for the purposes of decision making at the completion of the interview process. After each interview the Selection Committee members should assign a silent score to a candidate. Such notes and scores will not form part of the final record of the Selection Committee decision and will be shredded once the final consensus decision of the Selection Committee is recorded in the Interview Report.

Appointable candidates shall be scored relative to the criteria agreed by the Selection Committee. A scoring sheet shall be available to the Committee but only scoring on 'Overall Match with Job Description' shall be mandatory. Both the inclusion of a criterion and its relative weighting in the scoring process shall be at the discretion of the Committee. While educational qualifications may be scored, no weighting shall apply to the conferring institutions. Where the Committee determines that a candidate is not appointable, a score will not be recorded, but detailed feedback will be.

*5. 7. Report.* The Committee shall prepare a report (Interview Report) on their proceedings. The report shall include a record of the rationale used to determine their final recommendation(s). Members of the Selection Committee shall sign the report indicating agreement with the recommendation of the Committee and confirming that they have no conflict of interest [as defined in University Policy] to declare with regard to any of the candidates.

A recommendation (appointable or not appointable) must be made in respect of each candidate interviewed. Consensus scores will be recorded for appointable candidates only and meaningful feedback will be recorded in respect of all candidates. Recommendations from the Committee for appointment to any position must be based on the specific competition and any additional appointment may only be made where more than one position has been advertised. The report shall be forwarded to the Director of Human Resources for sign off and subsequently to the President for approval.

The report of the Committee shall also include the name of a nominated mentor (at an appropriate grade in relation to the level of the post being filled) to provide management and leadership mentoring to the successful candidate over the course of the first year of appointment. Development needs that are identified at selection stage will be written into the contract of employment as being essential to address and will include suggestions for the method or proposed intervention as identified by the Committee. Mentors must be advised by the Head of School in the employing unit of any development needs identified for the successful candidate.

In the event that an individual interviewed via video conference is recommended for appointment, then s/he will be required to attend in person for a second interview in advance of any formal offer of appointment being made.

*5. 8. Notifications.* While the deliberations of a Selection Committee are confidential, the Committee must nominate a member to advise internal candidates verbally of the outcome of its deliberations. Such communication should make it clear that the recommendation of the Committee is subject to the relevant approvals. In all cases where informal notification is provided, such notification must be provided to all internal candidates.

On approval of the Committee report, the Department of Human Resources shall formally notify the

most preferred candidate of the outcome of the interview process, noting that any recommendation is subject to receipt of satisfactory references. Unsuccessful interviewees and alternate appointees are formally notified of the competition result as soon as possible following ratification of the Committee's report. The outcome of the appointment process shall be published on the University Human Resources webpage.

*5.9. Appointment.* Appointment shall be subject to the provision of satisfactory employment references, successful completion of a medical (where relevant) and the verification of qualifications. An offer of appointment, which shall contain details of commencing salary, shall issue from Human Resources to the most preferred candidate.

While the Selection Committee can make a recommendation in respect of salary placement, salary offers can **only** be made by the Department of Human Resources in line with University policy and in some instances national policy in this regard. All new permanent appointees to the University will be required to undertake a medical examination. In the event of a candidate not accepting the appointment within the required period (which shall normally be no more than two weeks from the date of offer), an offer shall automatically issue to the next preferred appointable candidate. Appointments will normally be made to the relevant School within a College, but in certain circumstances may be made as joint appointments between Schools or Colleges, or as a College appointment.

In the event that the position was advertised as either Professor (Full) or Professor (Scale 2) and appointment is made at Professor (Scale 2), the appointed candidate will be provided with the Professor (Scale 2) job description.

*5.10. Recourse to Competition.* In the event that the most preferred candidate is unable to take up the appointment, or in the event that the candidate appointed resigns the position or is assigned to a new position within a 12 month period from the date of final interview, the competition is considered to be valid for a 12 month period from the date of final interview. In either event, the University may, at its absolute discretion make an offer to the next ranked candidate, provided such offer is made prior to the completion of 12 months from the date of final interview.

## 6. Sample timetable

### *Sample timetable for Administration of Academic Recruitment and Selection Process*

#### Week 1

- Approved post proposal form in place.
- Nominations for the internal members of the Selection Committee received from the Head of College.
- Chair is nominated and invited to participate in the Committee.
- External Assessors are nominated and secured.
- First Meeting of the Selection Committee arranged.

#### Week 2

- Criteria meeting scheduled to draft advertisement and particulars of post.
- Report of the first meeting of the Selection Committee is completed by the HR representative on behalf of the Selection Committee.
- Draft advertisement and particulars of post emailed to Selection Committee for final approval.

#### Week 3

- Post advertised in appropriate publications/websites.
- Search activity commences as appropriate in accordance with search plan.
- Enquiries acknowledged and further information provided to candidates as requested.

#### Week 6-9

- Closing date for applications is reached.
- Applications are acknowledged and entered into the HRIS system.
- Shortlisting meeting is arranged.
- Applications are forwarded to each member of the Selection Committee with a complete listing of candidates.
- Advertising Tracking Sheet completed.
- Shortlisting report is prepared for the HR representative to complete at the shortlisting meeting.
- Should there be any undue delays encountered during the process, then HR will advise candidates accordingly.

#### Week 8-11

- Shortlisting meeting takes place.
- Shortlisting report is returned to the Department of Human Resources.
- All applicants are advised in writing as to the outcome of their application and HRIS is updated.
- Selection Committee is contacted to confirm agreed date(s) for seminar and interview. Referee reports are requested for each shortlisted candidate (3 for each candidate).
- Members of the Selection Committee should consult the Code on Conflict of Interest in Recruitment in relation to the provision of a reference for a candidate who is being considered for appointment by that Committee.
- Human Resources notifies shortlisted candidates of interview date and advises them of the arrangements for the presentation if this forms part of the process (including the nature, subject and duration of presentation).
- Venue is confirmed.
- Timetable is drafted.
- Letters are sent out inviting candidates for interview.
- Letters and associated interview documentation are sent out to member of the Selection

- Committee confirming timetable and precise arrangements for interviews.
- Candidates/External Assessor(s) are assisted with making their travel and accommodation arrangements. Indicative figures for travelling and subsistence costs are provided to candidates.
- Catering is organised.
- Should there be any undue delays encountered during the process, the Human Resources Department will advise candidates accordingly.

Week 12-15

- Candidates attend for seminar & interview.
- An opportunity is provided for candidates to receive a tour of the recruiting unit and campus.
- Evaluation takes place.
- Second interview takes place and/or appointment decision made.
- Selection Committee report is signed by the Director of Human Resources.
- Should there be any undue delays encountered during the process, the Human Resources Department will advise candidates accordingly.

Week 13-16

- All interviewed candidates are written to in relation to the outcome of the interview.
- Unsuccessful interviewees and alternate appointees are formally notified of the competition result as soon as possible following ratification of the Selection Committee's report and HRIS is updated.
- Salary placement for successful candidate is confirmed.

Week 14-17

- Following approval by the President, an offer of appointment, which shall contain details of commencing salary, shall issue from HR to the most preferred candidate. In the event of a candidate not accepting the appointment within the required period (no more than two weeks from the date of offer), an offer shall automatically issue to the next preferred candidate.
- Feedback requests from other candidates are processed.
- Queries/request for additional information, support/advice etc. from appointable candidates are processed.
- Interview related expenses are processed.

**7. Date in force, repeals etc.**

*7.1. Date in force.* This regulation shall come into effect immediately.

*7.2. Repeal of former Statutes.* Where this regulation applies, it is in substitution for the provisions of Statute C, which (to that extent) is hereby repealed in accordance with the Transitional Statute, s 9.

<b>Version</b>	<b>3</b>
<b>Approved by:</b>	<b>Date</b>
<b>University Management Team Operations</b>	<b>28<sup>th</sup> January 2014</b>
<b>Governing Body</b>	<b>15<sup>th</sup> April 2014</b>

## APPENDIX 1

### 1. THE ROLE OF FULL PROFESSOR

The role of a Full Professor (“Professor”) is to support and maintain the University's national and international reputation for excellence in teaching and research. Contribution to excellence in research will encompass international leadership in a Professor's relevant subject area through originality in research and scholarship and contribution to the advancement of knowledge in that subject area. The Professor's role in teaching will derive from an established reputation for quality in teaching and will involve making a distinguished contribution to teaching within the School, Department/Discipline and to curriculum development and the maintenance of standards. A Professor will participate in the overall contribution of the School, Department/Discipline, where appropriate. Professors as the senior academic members of the University carry particular responsibilities for maintaining the academic standards of the University and for contributing to the development of the programmes of study it offers. An appointment to a Professorship normally<sup>1</sup> requires a record of scholarship and research achievement at international level in the relevant discipline.

Professors are expected to lead research within the University, both in their own research work and in their support of the research work of other staff. They are expected to support more junior staff in developing their capacity for research by providing guidance and assistance or through their inclusion in research teams and their introduction to useful networks inside and outside the University. Professors are expected to foster research among postgraduate students through provision of information, ideas and guidance, taking the lead in their support and supervision and in seeking external research funding for their support. Professors are also expected to promote and lead the ‘valorisation’ of research through spin-outs and licensing.

Professors should take a full part in the life of the University and promote their discipline within it. Professors should be consulted in relation to issues of academic standards including the appointment and promotion of academic staff. Professors are expected to participate in scholarly activity through appropriate national and international organizations and, through their work in promoting research and academic developments more generally, to represent the University in the community locally, nationally and internationally.

In addition to the general requirements of an academic role within the University, more specifically a Professor should:

<p><b>Leadership</b></p> <ul style="list-style-type: none"><li>▪ Demonstrate academic leadership through teaching, research and scholarship;</li><li>▪ Mentor, support and advise junior staff as appropriate and assist in their academic career development in teaching and research and foster the research and scholarship of other individuals and groups within their academic unit and the University;</li><li>▪ Lead in the maintenance of academic standards and in the development of the curriculum within his/her subject areas;</li></ul>
<p><b>Research</b></p> <ul style="list-style-type: none"><li>▪ Identify and initiate major research within his/her specialist subject area, for example where gaps in knowledge exist, or lead investigation into significant matters;</li><li>▪ Undertake and publish research of international standing in the relevant discipline(s) of the</li></ul>

<sup>1</sup> See Qualification below

- professor as evidenced through an outstanding contribution to its advancement;
- Lead and co-ordinate research funding activities within the discipline/department/school, as appropriate to the discipline;
  - Investigate new areas of research within specialist subject area — this may involve national and international collaboration with members of other higher education institutions or organisations;
  - Monitor progress on large research projects;
  - Demonstrate leadership through significant contributions nationally and internationally through scholarly activity in the relevant discipline;

**Teaching:**

- Make a distinguished personal contribution to teaching at all levels, and play an active role in the maintenance of academic standards and in the development of the curriculum within his/her subject areas;
- Design and develop innovative approaches to the learning experience for undergraduates and postgraduates with the intention of challenging thinking, fostering debate, and encouraging the development of intellectual reasoning and rigour;
- Promote excellence in teaching and learning and encourage the application of innovative teaching and learning methodologies within the Department/Discipline or School and within other academic units in the University, as appropriate;
- Contribute to and take a leadership role where appropriate in the regular evaluation of curricula and development of new curricula initiatives;
- Give the students attending his/her ordinary lectures assistance in their studies, by advice, by informal instruction, by occasional and periodic examination, and otherwise, as s/he may judge to be expedient; also, to make such arrangements as s/he sees fit to make to meet students who have individual queries;
- Hold, or assist at, all University examinations in the subjects for which s/he is an examiner;

**Setting and Maintenance of Standards**

- Lead processes for the setting of standards for the work of the School, Department/Discipline;
- Lead and participate in quality promotion initiatives and reviews within the School, Department/Discipline;
- Monitor the standard of teaching, research and scholarly activity within the relevant disciplinary area;
- Obtain feedback from students to develop and monitor teaching in his/her specialist subject area.

**Contribution:**

- Take a leadership role in promoting the discipline both inside and outside the University and contribute to the overall intellectual life of the University and society;
- Serve if required as head of an academic unit subject to relevant University statutes, regulations, and management requirements;
- Develop links with professional bodies and external agencies, where appropriate;
- Serve upon all the committees to which appointed by the Governing Body or the Academic Council, and assist and co-operate with the Governing Body in such other reasonable ways as the Governing Body may prescribe, for the maintenance of discipline and good conduct among the students, or for the general business of the University;
- Participate in selection committees for academic staff within the School/Department/Discipline as required;
- Participate in the selection process for Head of School/Department/Discipline when not fulfilling those roles;

**Mentoring:**

- Play a role in the induction and mentoring of new members of staff;
- Give guidance, support and specific training to other members of staff within School, Department and/or Discipline and/or postgraduate students;
- Mentor and guide the work and research of postgraduate students and early career researchers;

**External Engagement**

- Represent the University, the College, School, Department/Discipline as required outside of the University;
- Originate and develop internal and external collaborative groups to pursue research and other interests;
- Act as an external examiner for other institutions;
- Participate in peer review of publications;

**2. CRITERIA FOR APPOINTMENT TO THE ROLE OF PROFESSOR**

Successful candidates for the Role of Professor will normally be expected to have:

**Qualifications**

A doctorate or appropriate professional qualification or a significant record of research and publication in the relevant discipline; occasionally, significant experience in another sphere may be considered.<sup>2</sup>

**Leadership**

The ability to provide vision and leadership within the strategic framework of the College and the University;

Excellent communication and interpersonal skills commensurate with leading and supporting a team of committed academic and administrative colleagues together with the demonstrated ability and willingness to work in a collaborative environment;

**Research**

International standing as a leading researcher and scholar in the relevant discipline or profession as evidenced through an outstanding contribution to its advancement through research outputs including peer reviewed publications, creative works or other appropriate forms of scholarship and a significant research funding record, as appropriate to the discipline;

A record of successful leadership and international recognition through research and scholarly activity within the discipline, including research supervision, examining, editing and refereeing, as appropriate for the discipline;

**Teaching and Examining**

Evidence of significant achievement in and commitment to excellence in research-led teaching and learning at undergraduate and postgraduate level and a willingness to both contribute to and lead in the development of the teaching programmes offered by the academic unit;

Evidence of a contribution to innovation in teaching and in curriculum or programme development, review and evaluation;

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<sup>2</sup> See Other below

The ability to teach, inspire and supervise students, communicate ideas and concepts in a teaching and learning environment and, where the opportunity has existed, to develop and lead postgraduate supervision to doctorate level;

A familiarity with and willingness to use modern teaching technologies;

**Contribution**

Proven senior administrative experience and the capacity and willingness to act as head of an academic unit;

Evidence of participation in relevant academic and professional associations/ bodies as appropriate;

Ability to participate in and contribute to the overall intellectual life of the University, the academic discipline and society at large;

**Other**

An understanding of, and empathy with, the concerns of students;

Evidence of ability to work on own initiative as well as part of a team;

A commitment to the long term development of the discipline;

Occasionally in certain disciplines it will be appropriate to recruit outstanding individuals whose background is in a non-academic sphere e.g. industry, commerce, public service, the arts. In such cases indicators of excellence appropriate to the particular background will be applied

## APPENDIX 2

### PROFESSORSHIP (SCALE 2) OF <POST NAME>

**Duties of the Post:** In accordance with the University's strategic objective as a research-led institution, the duties of all academic staff will include research, research-led teaching and contributions to the University, the discipline and the community. The academic staff member shall teach and examine, undertake administrative duties and carry out other duties appropriate to the post under the general direction of the Head of the School/Department/Discipline of <>.

The roles and responsibilities outlined below are to be interpreted in the context of the relevant statutes and where there is any difference arising from interpretation, statutory provisions will take precedent. For the sake of clarity, the relevant elements of the statutes not already incorporated in the numbered sections are appended in italics under each subheading.

#### Leadership

- 1) Demonstrate clear vision and strategy to support the development of <insert discipline> through teaching, research and scholarship;
- 2) Mentor, support and advise junior staff as appropriate and assist in their academic career development in teaching and research;

#### Research

- 3) *Engage in high quality and productive research and scholarship* of international standing and *contribute to the advancement of knowledge* within his/her discipline and publish his/her research in appropriate peer-reviewed publications, creative works or other forms of scholarship appropriate to the discipline;
- 4) Carry out and lead as appropriate, initiatives in generating research income and assist in the co-ordination of research funding activities within the discipline/department/school, as appropriate to the discipline;
- 5) Supervise students undertaking research projects (especially at PhD level);
- 6) Engage in other scholarly activities relevant both to the discipline and the senior level of the post;

#### Teaching & Examining

- 7) Promote excellence in teaching and learning and support in both the development and the application of innovative teaching and learning methodologies within the School of <insert name> and within other academic units in the University, as appropriate;
- 8) Teach and examine on courses at undergraduate and postgraduate level and where appropriate, adult and continuing education courses and make a significant contribution to teaching at all levels;

- 9) Supervise undergraduate and postgraduate students;
- 10) Contribute to, and take a leadership role where appropriate in the regular evaluation of curricula, and the development of new curricular initiatives;
- 11) Perform a significant role in the development of postgraduate studies at UCC;
- 12) Play a significant role in the maintenance of academic standards and in the development of the curriculum within his/her subject areas;

*to give the students attending his/her ordinary lectures assistance in their studies, by advice, by informal instruction, by occasional and periodic examination, and otherwise, as s/he may judge to be expedient; also, to make such arrangements as s/he sees fit to make to meet students who have individual queries;*

*to give instruction to his/her students and assist them in the pursuit of knowledge;*

*to hold, or assist at, all University examinations in the subjects with which s/he is an examiner;*

### **Contributions**

- 13) Enhance the promotion of the discipline both inside and outside the University and contribute to the overall intellectual life of the University and society;
- 14) Serve, if required as head of one of the College's academic units, subject to relevant University regulations, statutes and management requirements;
- 15) Actively seek to develop links with professional bodies and external agencies, where appropriate;
- 16) Play a significant role in the administrative duties of the discipline/department/school and act as a member of such committees as may be required within the University;
- 17) Fulfil other duties appropriate to the post as may be assigned by the head of discipline/department/school;
- 18) Carry out other duties which may arise as identified in the University statutes;

*to carry out administrative and other appropriate duties lawfully allocated to them within their department or other academic unit;*

*if a member of the Academic Council, to attend its meetings;*

*to serve upon all the committees to which s/he may be appointed by the Governing Body or the Academic Council, and to assist and co-operate with the Governing Body in such other reasonable ways as the Governing Body may prescribe, for the maintenance of discipline and good conduct among the students, or for the general business of the University;*

The above listing is not exclusive or exhaustive and the post holder may be required to undertake duties as may reasonably be expected. All staff are required to be flexible, co-operative and

professional within the needs of the post and the Discipline/Department/School, College and University. The University is undertaking a major reform of its internal structures which may necessitate possible future changes in the organisation of its activities.

### **Selection Criteria**

The successful candidate will be expected to have:

#### **Qualifications**

1. a doctorate or appropriate professional qualification or a significant record of research and publication in the relevant discipline;

#### **Leadership**

2. the ability to contribute substantially to the development of <insert name> within the strategic frameworks of the College of <insert name> and the University;
3. evidence of leadership potential in both teaching and research;
4. excellent communication and interpersonal skills commensurate with playing a significant role within a team of committed academic and administrative colleagues together with the demonstrated ability and willingness to work in a collaborative environment;

#### **Research**

5. international standing as a leading researcher and scholar in the relevant discipline or profession as evidenced through a substantial volume and consistent and continued output of high quality refereed publications, creative works or other appropriate forms of scholarship and a strong research funding record, as appropriate to the discipline;
6. evidence of an international reputation and peer recognition in the applicant's discipline through research and scholarly activity within the discipline, including research supervision, examining, editing and refereeing, as appropriate for the discipline;

#### **Teaching and Examining**

7. evidence of high quality achievement in and commitment to excellence in research-led teaching and learning in <insert name>, at undergraduate and postgraduate level and a willingness to both contribute to and lead in the development of the teaching programmes offered by the academic unit;
8. evidence of a contribution to innovation in teaching and in curriculum or programme development, review and evaluation;

9. the ability to teach, inspire and supervise students, communicate ideas and concepts in a teaching and learning environment and where the opportunity has existed, to develop and lead postgraduate supervision to doctorate level;
10. a familiarity with, and willingness to use modern teaching technologies;

### **Contributions**

11. proven administrative experience and evidence of holding significant positions of responsibility;
12. evidence of significant participation in relevant academic and professional associations/bodies as appropriate;
13. ability to participate in, and contribute to the overall intellectual life of the University, the academic discipline and society at large;

### **Other**

14. an understanding of, and empathy with, the concerns of students;
15. evidence of ability to work on own initiative as well as part of a team;
16. a commitment to the long term development of the discipline.

## APPENDIX 3 – ROLE REQUIREMENTS

### Role of Chairperson of the Selection Committee (“the Chair”)

The Chair has overall responsibility for ensuring the integrity of the selection process. S/he must ensure due process is followed in the conduct of interviews, where each applicant should be given the same opportunity to present their case. All applicants must be considered on their merits. Particular care must be taken not to discriminate on any ground other than the requirements of the position. As a full member of the Selection Committee the Chair is subject to the requirements of all Committee members. In addition the Chair should:

- Ensure that the shortlisting and selection process is carried out fairly and confidentially in accordance with the University Regulation and Policies;
- Ensure that the Selection Committee has a clear understanding of what its objective is;
- Ensure that Committee members are aware of their role in the selection process and take an active part in said process;
- Ensure that Committee members and candidates are aware of the format of the interview process;
- Manage the process of preparing outline questions on the basis of the criteria for selection and areas to be covered during the interview;
- Ensure that Committee members are aware of the requirement on them to record questions asked of candidates, including any follow up questions, for the purposes of the final record of the interview;
- Ensure that questioning and assessment are approached with an open mind and that the members remain impartial during the process;
- Ensure that all Committee members are aware of the *UCC Code on Conflict of Interest in relation to Recruitment and Promotions* and specifically ask all members of the Committee to declare any potential conflict of interest;
- Introduce the Committee to candidates and explain the interview plan;
- Ensuring the candidate understands that notes shall be taken during the course of the interview so as to assist in recall and discussion;
- Advise the candidate that standard questions relevant to the selection criteria will be asked of all candidates;
- Make a reasonable effort towards assisting the candidate to feel sufficiently at ease to be able to communicate effectively during the interview;
- Ensure that the review of candidates takes place at the end of all the interviews, not between interviews;
- Ensure that the Committee keeps to time with each interview;
- Assisting the candidate, should s/he become overly anxious/nervous
- Conclude the interview by confirming that all relevant areas have been covered; invite the candidate to add any relevant information not already supplied and give them an opportunity to ask any questions which they may have;
- Ensure that each candidate is informed of the process following interview;
- Co-ordinate the Committee in the assessment of short-listed candidates and facilitate them in making a decision while ensuring that each member of the board is given adequate opportunity to contribute fully to the assessment process;
- Ensure that the criteria for selection are equally applied to all candidates;
- Ensure that the views of the Committee members are sought on each candidate and that where possible a consensus is reached;
- Ensure that discriminatory or other unacceptable behaviour does not occur during the selection process;
- Ensure that reasons for the assessment are agreed and fully recorded as part of the Selection Committee report including detailed feedback in respect of each candidate;

- Undertake the role of the Human Resources representative in the absence of the Human Resources representative.

### **Opening the interview**

- Welcome the candidate (stand up to greet the candidate and offer to shake hands if you are able to do to so) and thank her/him for attending;
- Set a positive tone with appropriate non-verbal communication e.g. encouraging expression, responsive listening, eye contact, leaving space for the candidate to answer;
- Introduce the members of the Selection Committee by name;
- Explain the running order of interview and any other assessment methods to be used;
- Briefly confirm details of post being recruited;
- Confirm that the members of the Committee will take notes;
- Take candidates through their careers to date, ensuring that significant gaps in their application forms are fully explained.

### **Closing the interview**

- Check from your notes that all areas where clarification was required have been met;
- Offer Committee members the opportunity to ask any final questions on any areas not covered;
- Provide outline of what will happen next regarding when you will be communicating the outcome of the interview, any further assessments etc;
- Thank the candidate again for attending and say who will show them out of the building/back to the waiting area;
- Ensure any discussion in respect of the candidate does not take place until such time as all candidates have attended for interview and deliberations commence.

## Role of Selection Committee Member (“the Committee”)

Members of the Committee are responsible for reviewing all applications and shortlisting candidates for interview and interviewing all shortlisted candidates in accordance with the requirements of the relevant appointment regulations. The Committee should ensure at all times to represent the University appropriately to all candidates and to maintain the confidentiality of the process. In addition the Committee should:

- Comply with all University policy and procedures, and in particular the University *Code of Conflict of Interest in relation to Recruitment and Promotions*;
- Conduct themselves in an appropriate, impartial, open, respectful and objective manner;
- The Committee members, as agents of the University, are bound to act in accordance with the University *Equality in Recruitment Policy* and *Equal Opportunities and Diversity Policy*, in what they believe to be the best interest of the University and to nominate without fear, favour or prejudice that candidate whom they believe is best qualified to meet the requirements of the post;
- Understand the nature of the position as set out in the Candidate Information Pack and the characteristics of the person sought, as described in the selection criteria;
- Thoroughly familiarise themselves with each application, noting any shortcomings or anomalies in a candidate’s application or statement addressing the selection criteria to follow up during the interview;
- Declare at the outset of the process any conflict of interest that may exist, irrespective of how small that conflict may be or appear to be. Where a Committee Member believes that their knowledge of an individual (by virtue of professional, social or private association, or any other factor) may influence their decision, they must withdraw from the Committee;
- Observe strict confidentiality in regard to all aspects of the selection process and the Committee **must not** disclose any details of applicants or discuss aspects of the selection process with any person within or external to the University who is not on the Selection Committee;
- Internal Committee members who provide a reference for a candidate **must** avoid making any statement recommending the candidate for the post but should provide clear and factual information on the candidate which is related to the selection criteria for the post;
- Ensure the all mobile devices are turned off for the duration of interviews;
- Ask questions at interview consistently for all candidates;
- Record (in the documentation supplied) the questions asked of each candidate, including any follow up questions. This documentation will be returned to the HR Rep at the conclusion of interviews;
- Participate fully in the process, including attend for all interviews, contribute to the deliberation stage and be part of the final decision of the Committee;
- Differences of opinion should be seen as both natural and helpful rather than as a hindrance in decision making; generally, difference in opinion will result in more thorough consideration of all information.
- Ensure that private information, hearsay, or information from outside or personal sources is not introduced into discussion or consideration of suitability (other than nominated referee reports);
- Provide meaningful and relevant feedback for dissemination to all candidates;
- Ensure that a nominated mentor and developmental needs for the preferred candidate are identified for inclusion in the contract of employment;
- Maintain high standards of appointment;
- Work with the post administrator and the members of the Committee to ensure that the selection process is completed in a timely fashion;
- Attend Selection Committee training or seek training if they have not been trained.

## **Role of the External Assessor (“the Extern”)**

The role of external assessors is as an objective specialist, who advises the Committee during the process, including where required by regulation review of the documentation prior to advertising and other pre-advertising activity, and participating in the assessment of candidates at both short-listing and interview stage. As a full member of the Selection Committee the Extern is subject to the requirements of all Committee members (excluding the requirement to undergo recruitment and selection training). In addition the Extern should:

- Comply with all University policy and procedures in relation to recruitment and selection, and in particular the University *Code of Conflict of Interest in relation to Recruitment and Promotions*;
- Provide expert advice to the Committee in respect of qualifications, skills, knowledge and experience;
- Ask questions to test specific knowledge and experience of an academic, professional or technical nature;
- Contribute expertise to the discussion in relation to the post, person specification and selection criteria;
- Provide objective, impartial, expertise, open advice and views;
- Challenge members of the Committee so as to ensure the maintenance of high standards of appointment;
- Participate as an expert in the process at both shortlisting and interview (and if required by regulation at the pre-advertising stage);
- As the role of the external assessor is to act as an objective specialist who advises the committee during the process, **an external assessor shall not provide a reference for any of the shortlisted candidates**;
- Seek guidance where required around UCC policy and procedures;

## **Role of the Human Resources Representative (“the HR Rep”)**

A representative of the Department of Human Resources will attend any pre-advertising and shortlisting meeting of the Committee. The HR Rep will ordinarily attend at the start and end of the interview process. The HR Rep will not be present during the course of interviews, unless the post to be recruited is a professorial appointment, or an appointment covered by Section F.1.c of the Principal Statute, or if the HR Rep is a fully participating member of the Committee, in which case s/he will also be subject to the requirements of all Committee members.

The HR Rep will brief the Selection Committee on policy, procedures, relevant legislation, scoring, format of questions and will be available throughout the course of the process in a support and advisory role. In addition the HR Rep should:

- Assist the Chair in ensuring that the selection process is carried out in accordance with statutory requirements, University procedures and recruitment best practice in addition to providing guidance and administrative support to the Committee;
- Provide the Committee with guidance to support candidate review and evaluation;
- Provide the Committee with advice concerning appropriate questioning techniques prior to the commencement of interviews;
- Prior to the commencement of interview advise the Committee of their responsibilities with regard to:
  - the same key questions being asked of each candidate;
  - questions which should in each case relate to the selection criteria already identified for the post;
  - avoiding inappropriate remarks or comments either amongst themselves or to candidates;
  - note taking: in accordance with recruitment best practice, all notes are retained for a year;
- Ensure that the Committee is advised that no candidate interviewed is discriminated against on any of the nine grounds of the Equality Act 1998 and 2004, i.e. Gender, Marital Status, Family Status, Race, Religion, Sexual Orientation, Age, Disability, Membership of the Travelling Community;
- Advise and assist the Chair in the completion of the Selection Committee report at both shortlisting and interview;
- Assist the Chair in ensuring that meaningful and detailed feedback is recorded in respect of each candidate;
- Retain and return to the Department of Human Resources all documentation pertaining to the decision of the Committee.
- Ensure the destruction of all informal records at the completion of the recruitment process.