



HUMAN RESOURCES RECRUITMENT PROCEDURES ¹

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1. PURPOSE

To document the College's recruitment procedures for the authorization of appointments and, the policy to be followed in making appointments to the staff of the College within the three Faculties and within the Administrative and Support Areas under the management of the Chief Operating Officer (COO). Trinity College prides itself on its ability to attract outstanding, world class staff and is committed to ensuring that the quality of the recruitment process reflects favorably on the College, proving professional and cordial at every stage.

2. SCOPE

Human Resources support the College's strategic objective of recruiting and retaining the best staff. It is specifically responsible for ensuring that recruitment is conducted (a) in a manner which attracts and identifies the most talented staff and (b) in compliance with all employment legislation and College policy. This policy covers Academic, Administrative and Professional Library appointments. The policy in relation to Chair appointments, entitled "*General Procedures and Protocol for the filling of Chairs*" is included at Appendix A, together with the current policy covering the appointment of External Candidates to Personal Chairs is at Appendix B.

Human Resources responsibilities include:

- Liaison with the "**hiring leader or hiring co-ordinator**"¹ (e.g. Dean, Head of School or Head of Central Administrative Area/Support Area) to plan and prepare the recruitment process
- Advertising and circulation of vacancies
- Management of the e-recruitment process, including issuing of access to view applications
- College "sign-off" on the composition of the Selection Committee, the job and the person specification, in liaison with the Faculty HR Advisors

¹ The Hiring Leader should be the most appropriate person to co-ordinate the timing of the appointment process and liaise with the recruitment section. It is most likely to be the Head of School or Area. This individual will sign-off on the job specification and further particulars, co-ordinate the shortlisting process, etc. The hiring co-ordinator is generally the School Administrator and is nominated by the Hiring Lead

- Provision of professional support and advice to the Selection Committee to ensure that the most suitable and qualified candidate(s) is identified
- Scheduling appropriate recruitment activities including the appointment of specialist recruitment consultants where and when required
- Interpreting terms and conditions of employment for both candidates and Selection committees
- Providing guidance to the Selection Committee on College procedures and fair employment practices
- Maintaining appropriate records of the recruitment process

3. APPROVAL OF APPOINTMENTS

Decisions on strategic recruitment in Schools are devolved to the Faculty Executive Committee chaired by the Dean of the Faculty.

The Faculty Administrator, Faculty HR Advisor and Faculty Financial Advisor will be in attendance. The Faculty Executive Committee may also fill any consequential vacancy arising from strategic recruitment provided that the post itself is approved in the School's budget. Decisions to (1) recruit temporary staff to cover short unplanned periods of absence by existing School staff, and (2) fill consequential administrative and support vacancies arising from the filling of approved vacancies by internal candidates may be taken by the Dean.

Staffing decisions are to be made according to a set of strategic recruitment principles designed to align School strategic plans with the Faculty and the College's strategic plans for world class excellence in research, graduate education and undergraduate education. The recruitment principles will reflect the necessity to recruit excellent staff, suitably qualified to work in a research-intensive University – with PhD level qualifications and post-doctoral experience, where appropriate, expected as the norm for academic staff.

The recruitment principles must take into account the financial position of each School and the Faculty and, the College's overall financial situation, in addition to any restrictions imposed by Government policy.

Decisions on strategic staff recruitment in Central Administrative / Support Areas are to be devolved to the Chief Operating Officer (COO) with endorsement from the Senior Administrative Management Group. The decisions are to be made on the basis of College's strategic priorities and the overall financial situation, in addition to any restriction imposed by Government Policy. Decisions to (1) recruit temporary staff to cover short unplanned periods of absence by existing School staff, and (2) fill consequential administrative and support vacancies arising from the filling of approved vacancies by internal candidates may be taken by the COO.

4. COMPOSITION OF SELECTION COMMITTEES

All appointments to the grade of Assistant Professor and above, and Administrative Officer grade III and above are to be made by Selection Committees, nominated by the Dean (in the case of appointments in academic units) and by the COO (in the case of appointments in Central Administrative/Support Areas). Committees are nominated by the Dean / COO in accordance with the following principles and College sign-off is by way of the Director of

Human Resources or his / her nominee. Board and Council will continue to receive detail of Selection Committee composition, for information.

Following a decision by the Personnel and Appointments Committee on the 10th December 2008, Deputy Heads of Administrative and Support Areas may be nominated as the Chair for appointments to the Administrative grades of three years duration or less.

The Dean shall establish the composition of the selection committee and may at his / her discretion Chair any appointment in the Faculty. The composition of the selection committee for an administrative or support appointment within a Faculty, shall be decided by the Dean.

It is expected that the Dean will Chair all appointments to Professor (non-titled) and Associate Professor. In the case of Assistant Professorships, where the Dean is unavailable to Chair or wishes to delegate his authority, he / she may appoint a Pro-Dean who must be a Professor. An Associate Professor² may chair where the appointment is not permanent. In a case where the Dean is also a member of the hiring School, an alternate Chair must be appointed and in such circumstances the Dean retains the right to join the Selection Committee.

Selection committees must represent both genders and as far as possible should reflect the diversity of the College's staff. The selection committee should be comprised of the most suitable and qualified people to assess applicants in the discipline. A representative from Human Resources may assist Selection Committees in carrying out their function. The following are minimum recommendations only and it is understood that joint and interdisciplinary appointments may require larger membership.

Selection Committees in Academic units

4.1 Chairs (titled or named)

Chair – Provost

Vice Provost / Chief Academic Officer

Dean of the Faculty

A Professor from a cognate discipline within the Faculty, not within the School

The Head of School

One member of the department/discipline concerned

Two external assessors - one of which to be international.

4.2 Professor (non-titled) & Associate Professorships

Chair - Dean of the Faculty

Head of the School and/or Discipline

A Professor from outside the School

Two external assessors - one of which to be international.

4.3 Permanent Assistant Professorships & Contract Assistant Professorships

Chair - Dean of the Faculty (or his / her nominee)

Head of the School and / or Discipline

² Schools specifically requested this flexibility where there are limited numbers of Professors available in circumstances where a temporary Assistant Professor is being engaged.

An academic member of staff from outside the School

An external assessor (who is also required in the case of contract appointments of greater than 1 year)

4.4 Joint Hospital appointments Professorial-Consultants

Chair – Provost

Dean of the Faculty of Health Sciences

Head of the School of Medicine

Head of the Discipline

Two hospital members one from the Hospital Board and one from Medical Board³

Associate Professor or Professor from outside the School

Two external assessors - one of which to be international

4.5 Joint Hospital appointments Senior Lecturer/ Consultants

Chair - Dean of the Faculty of Health Sciences

Head of the School of Medicine

Head of the Discipline

Two hospital members one from the Hospital Board and one from Medical Board³

Professor from outside the School

Two external assessors - one of which to be international

4.6 Administrative Appointments

Chair – Dean (or his / her nominee)

Academic Secretary (or her nominee)

Head of School (or nominee)

An external expert in certain situations as defined below in footnote 4.⁴

4.7 Chief Technical Officer

Chair – Head of School

Head of Discipline

Chief Technical Officer from another School

An academic member of staff

An external assessor in the case of appointments greater than 1 year

4.8 Technical/Senior Technical Officer

Chair – Head of Discipline

Chief Technical Officer in the School

An academic member of staff

An external assessor where the post is advertised Technical/Senior Technical.

Selection Committees in Central Administration/Support Areas

³ In the case of clinical professorial appointments in the Faculty of Health Sciences, representatives of the Hospital Boards will, in accordance with the teaching agreements, participate in full in the appointments procedure including the finalisation of job specification, advertising and search, shortlisting, and selection

⁴ An external assessor will only be required for Administrative 3 and 2 committees where:- (a) there is no member of College staff with sufficient expertise or qualification in the field of appointment and/or (b) it is a first time appointment to a newly created post. There is no requirement for an external assessor for Admin 1 posts of 1 year's duration or less

The Chief Operating Officer (C.O.O.) shall establish the composition of the administrative selection committees and may at his / her discretion Chair any appointment to the Central Administration or Support Areas (as approved by the Director of HR as above). All Head of Area appointments should include the Director of HR as the most senior HR representative within the College. The Chief Operating Officer has the discretion to include in the membership of a Selection Committee a suitably qualified individual, proposed in consultation with the group of Trade Unions, whose knowledge and experience would be directly relevant to the vacancy to be filled. In particular, the arrangements now proposed would apply to the future filling of the posts of Director of Human Resources and Employee Relations Manager. See footnote 4 above regarding requirement for external assessors on Administrative appointments.

4.9 Senior Administrative Appointments

Chair - C.O.O

A Senior Administrative member of staff from the "hiring area"

A member of the academic staff of the College

An external expert (where the appointment is permanent, indefinite or the contract is greater than one year)

4.10 Administrative Appointments

Chair – C.O.O. (or his / her nominee who must normally* be the Head of a Central Administrative or Support Area)

A subject expert from the administrative area

A member of the academic staff of the College

An external expert in certain situations as defined in footnote 4

**The Deputy Head of a Central Administrative Area may Chair a selection committee for appointments of three years or less on the Admin 1 grade or appointments on the Admin 3/2 grade where appropriate.*

4.11 Professional Library Appointments

Chair - The Librarian (or Deputy Librarian)

A subject expert from the Library nominated by the Librarian

A member of the academic staff of the College

An external assessor in the case of permanent appointments and appointments greater than one year.

4.12 PRINCIPLES GOVERNING THE WORK OF SELECTION COMMITTEES

(i) Training for selection committee members is mandatory. The recruitment and selection training will ensure that they are familiar with selection techniques, equality legislation and College policy. External participants will be provided with appropriate guidelines.

(ii) The role of the selection committee is to assess eligible applicants against well defined selection criteria and competencies and, to make recommendations for appointment in order of merit

(iii) All members of the Selection Committee, as agents of the College, are bound to act in accordance with the College's policy of Equality of Opportunity and in what they believe to be the best interests 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.

(iv) All members of the Selection Committee should be invited to participate in the shortlisting⁵ process. The shortlisting should be led by the hiring lead who is a member of the Selection Committee. [See section 7 later in this document re Shortlisting].

(iv) All members of the Selection Committee must attend presentations and interviews.

(v) All information gained from the nomination process, which is not part of the public domain, is to be treated with complete confidentiality by members of a Selection Committee.

The Nomination Committee is the decision making body in the recruitment process. No discussion or debate on the suitability of a candidate(s) should take place at this broader forum. The Chair of the Selection Committee should brief the audience in advance of presentations in terms of presentation purpose and collate their feedback.

(vi) No person is permitted to continue as a member of a Selection Committee if a candidate applying for an appointment has a close personal relationship with that person, such as might give rise to a conflict of interest or create bias in the selection decision making. Members of the Selection Committee must disclose if they have knowledge of the candidates. (See also Procedure No. 5, Council Guidance on Selection Committees <http://www.tcd.ie/hr>)

5. PRIOR TO RECRUITMENT COMMENCEMENT

Prior to the commencement of any recruitment activity the following must be received by Human Resources:

- **APPROVAL CONFIRMATION:-** Staffing Submission as approved by Faculty Executive Committee / endorsed by SAMG.
- **JOB & PERSON SPECIFICATION:-** a complete job and person specification (including competencies) must be provided by the hiring leader, which will form the basis of the advertisement and from which the selection criteria will be defined. Any other information by way of background information to attract suitable candidates should also be supplied.
- **DRAFT ADVERTISEMENT:-** The hiring leader must submit the draft advertisement text to Human Resources having due regard for any mandatory inclusions cited above and provide details of the newspapers, journals, websites, in which the advertisement is to appear. Human Resources will be responsible for the booking of advertising space, finalising advertising copy with the College's advertising agents and for posting the job and person specification to the University's vacancies website.
- **PROPOSED SELECTION CRITERIA:** – in the case of administrative/ professional library posts.

⁵ *This may be achieved through direct meeting, consultation or such other means of coordinated communications as required.*

- **MINIMUM QUALIFICATIONS:** - Trinity College is a research-intensive university, and candidates must be suitably qualified to work in a research-intensive University – with PhD level qualifications and post-doctoral experience expected as the norm for academic staff.
- **SELECTION COMMITTEE:** - the proposed composition of the Selection Committee as approved by the Dean or Chief Operating Officer.
- **DATES:-** The closing date for applications will be agreed between Human Resources and the hiring School / Area. For academic appointments, which require an international search, 6 weeks is considered a norm. Otherwise, closing dates are generally three weeks from date of advertisement. An interview date or dates must be agreed with Human Resources for presentations, interviews and/or assessment activities. (*see also section 8 re interview dates*)
- **DOCUMENTATION:-** All application forms, together with the completed shortlisting decision (with supporting documentation and marking system), signed off by the hiring leader, must be returned to Human Resources as soon as possible after the Selection Committee has concluded its initial deliberations and before interviews can be arranged.

6. ADVERTISING OF APPOINTMENTS

Whilst having due regard to advertising costs, all academic and senior management positions will be advertised internationally, to attract the most suitable and qualified candidates. Schools and Areas advertising are liable for their own advertising costs. For reasons of efficiency and effectiveness candidates may be requested to submit a CV and covering letter, or personal information summary through e-Recruitment. To increase the quality of application information under review, it may be necessary to request other pertinent material such as sample publications, research plans, teaching statements etc. Posts will be normally advertised in the following manner:

Appointment	Advertising Internal / External
Academic, Senior Administrative & Keeper	Internally and Externally simultaneously.
Administrative Grade I	Internal and External can be run simultaneously
Administrative Grade III and II	Internally in first instance, externally if not filled. Internal and External may be run simultaneously
Permanent Programming in ISS	Internally in first instance, externally if not filled.
Secretarial, Executive Officer and Senior Executive Officer	Internally in first instance, externally if not filled.
Weekly-paid staff	Internally in first instance, externally if not filled.

Chief Technical Officer	Internally and Externally simultaneously
Technical Officer	Where a promotional opportunity presents, or where an opportunity exists for a change in work structure (e.g. job-sharing) internally. Routine appointments may be advertised externally.

7. SHORTLISTING

The Dean should lead the short listing process for Professorships and Associate Professorships but may devolve this responsibility to the nominated Chair, *or hiring leader*, for Assistant Professorships. The C.O.O. will lead the short listing for senior administrative appointments or may devolve to the Chair, or hiring leader, in the case of administrative appointments.

All members of the selection committee must be invited to participate in the short listing process to:

- (a) Ensure that fair and transparent decisions are reached and
- (b) Establish a number of quality candidates.

Then, at a minimum, the Head of School, Head of Discipline and External Assessor who are members of the selection committee, must be involved.

A complete and accurate record of the Committee's short listing decisions will be required to support the College's Equal Opportunity Policy and for the purposes of satisfying feedback and Freedom of Information requests. To facilitate this process Human Resources circulates a short listing spreadsheet with the applications to the hiring leader. The most highly ranked candidates shall be called for interview and the number called for interview should ideally reflect an applicant to appointment ratio of 5:1 (e.g. average of five candidates per position).

Where a third party such as a specialist recruitment consultancy is responsible for generating candidates, the College must follow its appointment procedures thereafter. Under Freedom of Information legislation, the records of any agency providing such a service to the College are subject to release.

8. INTERVIEW DATES AND NOTICE TO CANDIDATES

Interview dates should be agreed at the earliest opportunity and ideally published in the job advertisement to ensure candidates will be available for the selection process. In order to ensure availability of candidates based internationally at least 3 weeks notice of the interview date should be provided. The interview date should ideally be published in the advertisement, (in which case notice will generally exceed 3 weeks, or be 6 weeks in the case of an international search). Candidates are normally only provided with one night's accommodation if travelling from within Europe. In the case of candidates travelling long-haul from outside Europe this increases to three nights.

Some candidates that are resident outside Ireland may require Visitor Visas to enter the country to attend for interview. This applies to non-E.E.A. nationals whether or not they are

currently resident in an EEA member state. Applications for visas will be processed by the Irish Embassies or Consulates only on production of an original formal letter of invitation to interview. Faxes and e-mails are not acceptable. Where a non-EEA national is placed on a shortlist then the maximum amount of time allowed for the candidate to obtain an Irish visa. Issuing of visas takes two weeks, so a minimum of three weeks' notice of invitation to interview is essential.

If for legitimate reasons, a candidate is unable to attend for face to face interview on the stipulated date, and if their exclusion from the competition due to unavailability would otherwise contravene College Equal Opportunity policy and/or Equality legislation, then the selection process should be postponed. Alternatively a preliminary interview may be conducted via telephone or video conference (with all candidates being given the opportunity to be interviewed in this manner), but the preferred candidate must at some future date be present before a selection committee before a decision to appoint that candidate can be reached and the recruitment competition progressed.

9. SELECTION PROCEDURES & CONFIDENTIALITY

In the case of all academic appointments, and some administrative posts, candidates will be required to make a presentation prior to their interview. The Selection Committee may undertake preliminary interviews with a candidate long-list or request a candidate after formal presentation and interview, to attend for a subsequent interview.

The Selection Committee for Administrative/Support posts has discretion, under the direction of Human Resources, to use any selection tools or techniques that are valid and fair to all candidates.

The approved procedure for Academic appointments is presentation and interview.

Candidates shall be provided with the following information:

- The venue for the presentation, interview or selection process
- The composition of the Selection Committee
- The time allotted for the presentation
- The facilities that will be available on the day (e.g. overhead/slide projector, computer)
- The subject of the presentation and the level at which the presentation should be pitched (e.g. at a first or final year class of undergraduates and/or an academic group that includes non-specialists in the field of the candidates' expertise).
- The composition of the audience (e.g. the Selection Committee/other members of the School/Area and/or undergraduate/postgraduates)⁶.

It is expected that all members of the staff and research postgraduate body of the School will be invited to act as an audience for candidate presentations. It is recommended that the Chair briefs the audience prior to commencement of presentations as to their role and involvement in the process. The Chair will collate the views of the audience.

Identifying criteria for assessment will assist the Selection Committee in evaluating the presentation. The purpose of the presentation, the subject matter of which is generally the

⁶ For reasons of confidentiality candidates must be advised if they are to be asked to meet or present to anyone outside of the Selection Committee.

candidate's research, should be clearly defined by the selection committee in advance e.g.. For example, "a presentation on your research as might be presented to an undergraduate audience". Candidates should receive an indication of the criteria against which their presentation will be assessed (e.g. topic chosen, skill or presentation, quality of material; ability to engage students or non-specialists in an unfamiliar area; capacity to cultivate interest; capacity to impart knowledge).

It is recommended that candidates should have the opportunity, to meet with potential colleagues for the sole purpose of gaining a greater understanding of the College, School, Discipline or vacancy. Hiring leads should take a lead role in this regard in order to ensure that candidates' application experience is a positive one, while at the same time, ensuring the probity of the selection process.

10. INTERVIEWS & SELECTION CRITERIA

Interviews must be conducted in accordance with the College's policy on Equality of Opportunity (Nos. 3, 4 and 6 - <http://www.tcd.ie/hr>) Candidates must be assessed against the person specification provided for the vacancy and ranked in order of suitability for appointment. The standard assessment criteria and weightings for Academic posts (based on the promotion documentation approved by the Board) are as follows:

	Research & Scholarship (%)	Teaching (%)	Service to College* (%)	Service to Discipline/ Community (%)
Assistant Professor (below Bar)	45	45	5	5
Assistant Professor (above Bar)	40	40	10	10
Associate Professor	33	33	17	17
Professor	45	25	15	15
Chair	50	25	10	15

**i.e. the candidate's current institution*

For reasons of fairness and equity a **maximum of 7 candidates** may only be interviewed in one day (4 in a half day). Ideally, for Academic appointments, presentations should take place on day one with interviews following on day two.

Each member of the Selection Committee will receive an interview pack containing the applications, the job and person specification, the selection criteria, references, a timetable and guidelines on the College's selection procedures.

For reasons of confidentiality, references for administrative and library appointments will only be taken up for the nominated candidate.

11. RELEASE OF INTERNAL STAFF TO NEW ROLES

Internal candidates may be appointed in new positions through competition, re-assignment or expressions of interest, dependant on the nature of the role. Candidates must be released within four weeks from the date of offer (or otherwise by agreement of current and future

manager). Where different working patterns exist between offices, reconciliation will be addressed on a case by case basis. Except in the case of specific fixed-term project work, the appointee will not retain the right to revert to their previous role.

12. RECORDS

It is a requirement that the selection committee record factual notes on each candidate interview and submit them to the recruitment file at the end of the appointment as part of the College's official record of the appointment. These records must be retained for a minimum of twelve months by Human Resources.

All personal applicant records are subject to release under the Freedom of Information Act. The Chair is responsible for ensuring that the Selection Committee adequately records its evaluation of each applicant against the selection criteria and its reasons for rating and ranking each individual.

A Nomination Form noting all those deemed appointable and in rank order shall be signed by each member of the Selection Committee. The recruitment section will forward the nomination of the successful candidate to the University Council in the case of academic appointments or to the Board in the case of Administrative and Professional Library appointments.

13. RESPONSIBILITY OF THE RECRUITMENT SECTION

Human Resources will handle all of the College's recruitment communications with prospective candidates primarily through the e-Recruitment system, including acknowledging receipt of applications, organising interviews, expense reimbursement, issuing employment contracts, negotiating offers (in consultation with the Head of School and Dean, as appropriate), etc. and with all agencies engaged in the recruitment process such as Advertising and Recruitment consultants.

Candidates must provide the College with the necessary authority to validate their academic qualifications and Garda Vetting for appropriate positions.

Candidates will be commenced on payroll upon the return of their signed contract and pension applications form (with accompanying documentation).

The College reimburses travel expenses associated with attendance at interview for academic and senior administrative applicants. Mileage and travel insurance are not refundable.

All prospective employees will be referred to the College's Health Service who will determine their fitness to work.

(Approved by Council on 15th June 2011 and by Board on 29th June 2011)

APPENDIX A

General Procedures and Protocol for the filling of Chairs

A Chair is the highest academic post within the College. The holder of a Chair plays a central leadership role in regard to the development of the relevant discipline and represents it at a senior level inside and outside the College.

Qualifications

The qualifications for appointment to such a position are as follows:

- (a) high academic distinction with the capacity to provide leadership in the development of the subject and in the promotion of teaching and research;
- (b) the capacity to represent effectively the subject and the department inside and outside the College;
- (c) the capacity to act as Head of department (in the context of Board approved arrangements for the Headship of discipline/department/school);
- (d) a willingness to participate in the overall life of College.

1. Decision to fill a Chair

Once a decision to fill a Chair has been approved by the relevant Faculty Executive Committee chaired by the Dean of the Faculty, confirmation should be received from the Faculty Financial Advisor that sufficient funds are in place to meet the costs of the Chair. Costs associated with the filling of the Chair will also be met by the School.

The proposal together with the confirmation from the Faculty Financial Advisor should be sent to the Director of Human Resources for submission to Council.

2. Search Committee

i. Membership

The membership of the Search Committee shall normally include: the Provost (chair); the Vice-Provost/Chief Academic Officer; the Dean of the Faculty; a Professor from a cognate discipline within the Faculty, not within the School; the Head of School; one member of the department/discipline concerned; and the external assessors. The names of the internal members of the Search Committee will be submitted to Council by the Provost following consultation with the Vice-Provost/Chief Academic Officer, the Head of School and the Director of Human Resources.⁷

⁷ In the case of clinical professorial appointments in the Faculty of Health Sciences, representatives of the Hospital Boards will, in accordance with the teaching agreements, participate in full in the appointments procedure including the finalisation of job specification, advertising and search, shortlisting, and selection.

ii. Responsibilities of Search Committee

The responsibility for assessing all candidates, drawing up a short-list, interviewing and ranking those short-listed, and making recommendations to Council is assigned to a Search Committee.

The Search Committee may encourage applications from suitable candidates who have not put their names forward.

The Search Committee will examine all aspects of the candidates' qualifications for the Chair in question with due consideration of all the special circumstances that might pertain to a particular Chair and School.

The Search Committee will also evaluate the non-pay resources, if any, likely to be required by the incoming Professor.

The primary role of the External Assessors is to provide the Search Committee and Council with advice concerning the scholarly abilities and attainments of the candidates and their suitability for appointment on this basis.

iii. Preparation of Job Description, Further Particulars and Advertisement

The Search Committee comprising the internal members will meet to discuss the post and decide the form of advertisement and the further particulars.

The Assessors will be sent documentation on the criteria and procedures for appointment to Chairs, and copies of the advertisement and further particulars.

Interested candidates should be facilitated in visiting the department and meeting staff.

iv. Shortlisting

After the closing date for applications the Search Committee will draw up a short-list and set a date for interviews. If possible, arrangements should be made for the External Assessors to be present at the shortlisting meeting.

Interested candidates should be facilitated in visiting the School and meeting staff.

v. Seminar Presentation

Shortlisted candidates will be asked to present a seminar. Members of the Search Committee, including the External Assessors and members of Council, should attend these presentations. (The presentations will normally be held on the day before interviews).

vi. Interview by Search Committee

The short-listed candidates will be interviewed in depth by the Search Committee prior to interview before Council. (Normally, these interviews take place in the morning and Council interviews take place in the afternoon of the same day).

It shall be the responsibility of the Head of School to ensure that the views of the members of the School about the candidates are made known to the Search Committee and subsequently to Council. The School's role, however, is to advise, not dictate or veto.

3. Council decision on Chair and Board Approval

i. Interview by Council

Following the interviews by the Search Committee each candidate will be interviewed before Council.

It is the function of Council to nominate the appropriate candidate to Board having ensured that all the criteria have been properly applied, and that any special concerns relating to the particular post have been properly considered. The Assessors and other members of the Search Committee will lead this interview but any member of Council will be entitled to question the short-listed candidates.

ii. Documentation

All documentation relating to the post and to the shortlisted candidates will be available in the Secretary's Office for consultation by members of Council at least one week prior to the date of the interviews. Copies of the candidates' applications will be made available to each member of the Council on the day of the interviews.

iii. Council decision and nomination of Board

At the end of the interviews, the External Assessors will give their evaluation of the academic qualifications of the candidates, advise the Council on the appointability of each, and place them in order of merit. Members of Council may then ask the Assessors any questions they wish.

The Assessors will then withdraw but remain available to Council should any technical question arise.

The Head of School will advise members of Council of the views of the members of the School about the candidates.

The Provost will present the views of the Search Committee as a whole, including any minority views, and its recommendations.

The Council will then decide, by vote if necessary, on the nomination to be sent forward to Board.

(Approved by Council on 8 October 2008 and by Board on 22 October 2008)

APPENDIX B

Procedure for the Nomination of Exceptional External Candidates to Personal Chairs

Background

The aim of this document is to clarify, and to adapt in accord with changed financial and organisational arrangements in TCD, the procedures for appointing exceptional external candidates to personal chairs within TCD.

Procedures

1. The first stage in requesting such sponsorship should come in the form of a letter to the Dean of Research jointly signed by the Heads of School (and where relevant, head of a host Trinity Research Institute) wishing to host the incoming Professor.
2. This letter should, in less than two pages:
 - a. Outline the area of research of the incoming professor and how this fits with the school, College and (where appropriate) Research Institute's Strategic Plan(s), confirming that this has been discussed with the School Executive.
 - b. Outline how the School will encompass the new appointment within its strategic plan.
 - c. Assess the achievements of the candidate in research, teaching, and the other areas relevant to a chair appointment, appending a brief curriculum vitae.
 - d. Append a short financial plan demonstrating how the long term funding of the salary of the candidate will be met by the participating academic units – this plan must have the input and consent of the relevant Faculty Dean.
 - e. Detail the route of application – the mechanism by which the candidate has applied to join the staff of Trinity College Dublin.
3. The Dean of Research will present this to Executive Officers, who will either accept, reject, or request further information. If the candidature is accepted, a panel convened by the Provost and including the Vice Provost/Chief Academic Officer, the Dean of Research, Dean of the Faculty, representatives of the sponsoring schools/institutes and others at the discretion of the Provost will meet and will solicit, with the candidate's permission, suitable academic references. In such cases the references will be drawn from outside the candidate's collaborative network and will be internationally sourced.
4. The candidate will be invited by the host schools/institutes to visit College for a two day period, during which he or she will:
 - a. Give a presentation as would be required of a candidate for a chair.
 - b. Meet for interview with the panel mentioned in 3 above.
 - c. Meet with relevant members of the prospective host Schools and Institutes.
5. The Provost will make the final decision about nomination for a Personal Chair based on the processes a-c in 4 above.
6. If the candidate is acceptable to the Provost and panel, and if suitable arrangements for funding have been made, the Provost will nominate the candidate to Council, who will interview the candidate, following presentation of the candidate to Council by the Dean of Research and/or the Faculty Dean.

(Approved by Council on 8 October 2008 and by Board on 22 October 2008)