



Human Resources Recruitment Procedures

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Appendix A: General Procedure and Protocol for the Approval and Recruitment of Professors. They replace the existing Appendix A (2008), of the College's

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Appendix B: Procedure for the Nomination of Exceptional External Candidates to Professor (Chairs) Positions, and other Academic Posts in receipt of European

Research Council award only. They replace the existing Appendix B: Procedure for the Nomination of Exceptional External Candidates to Professor (Chair) Positions.33

1. Purpose

To document the University's recruitment procedures for the authorisation of appointments and the policy to be followed in making appointments to the staff of the University within the three Faculties and within the three Administrative and Support Services Divisions. Trinity prides itself on its ability to attract outstanding, world class staff and is committed to ensuring that the quality of the recruitment process reflects favourably on the University, proving professional and cordial at every stage. These Recruitment Procedures cover all appointments to the staff of Trinity and further specific arrangements for the Professor (Chair) / Exceptional External Candidates to Professor (Chair) positions, and other Academic Posts in receipt of a European Research Council award only are set out in Appendix A and Appendix B.

2. Scope

Human Resources support the University'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 University policy. This policy covers Academic, Administrative and Professional Library appointments. The policy in relation to Professor appointments, entitled "General Procedures and Protocol for the Approval and Recruitment of Professors" is included at Appendix A, together with the current policy covering the appointment of Exceptional External Candidates to Professor (Chairs) Positions), and other Academic Posts in receipt of an European Research Council award only (is at Appendix B)

Human Resources responsibilities include:

- Liaison with the "hiring lead" (e.g. Dean, Head of School or Chief Officer, Head of Central Administrative and Support Services 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
- University "sign-off" on the composition of the Selection Committee, the job and the person specification, in liaison with the HR Partners.
- 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 University 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 Partner and Faculty Financial Partner 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 University'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 University's overall financial situation, in addition to any restrictions imposed by Government policy.

Decisions on strategic staff recruitment in the Administrative and Support Services Divisions are devolved to the relevant Chief Officer. The decisions are to be made on the basis of Trinity's strategic priorities and the overall financial situation, in addition to any restriction imposed by Government Policy.

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 Chief Officer (in the case of appointments in the Administrative and Support Services Divisions). Committees are nominated by the Dean / Chief Officer in accordance with the following principles and University sign-off is by way of the Director of Human Resources or his / her nominee.

Selection Committees for Senior Administrative Officer 1 posts will also require the approval of the Provost.

Board and Council will continue to receive detail of Selection Committee composition, for information.

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. Selection committees must represent both genders and as far as possible should reflect the diversity of the University'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 Professor (Chair) (Titled or named) see Appendix A

4.2 Professor (non-titled) & Associate Professorships

Essential and minimum membership

- Chair - Dean of the Faculty
- Head of School and/or Discipline
- A Professor from outside the School
- Two external assessors - one of which to be international.

4.3.1 Permanent Assistant Professorships

Essential and minimum of 3 members

- Chair - Dean of the Faculty (or his / her nominee)
- Head of School and / or Discipline
- An external assessor

Optional

- An academic member of staff from outside the School.

4.3.2 Contract Assistant Professorships

Essential and minimum of 3 members

- Chair - Dean of the Faculty (or his / her nominee)
- Head of School and / or Discipline
- An external assessor (If the contract of appointment is greater than 1 year)

Optional

- An academic member of staff from outside the School.

4.4 Joint Hospital appointments Professorial-Consultants see Appendix A

4.5 Joint Hospital appointments Senior Lecturer/ Consultants

Essential and minimum of 6 members

- Chair - Dean of the Faculty of Health Sciences
- Head of the Discipline
- Two hospital members one from the Hospital Board and one from Medical Board
- Two external assessors - one of which to be international

Optional

- Professor from outside the School

4.6 Administrative Appointments in Academic Areas

Essential and minimum of 3 members

- Chair – Dean (or his / her nominee)
- Head of Function or nominee (relevant)¹
- Head of School (or nominee)
- An external expert² (in certain situations)

4.7 Technical Appointments

4.7.1 Chief Technical Officer

Essential and minimum of 3 members

- Chair - Head of School or Head of Discipline
- Chief Technical Officer from another School

Optional and at least one of the optional members must be included on the Selection Committee

- An external assessor (in the case of appointments greater than 1 year).
- An academic member of staff

¹ By way of illustration in the case of a / School Administrator/Course Administrator the Head of Function would be the Academic Secretary; Communications Officer would be the Director of Communications.

² An external assessor will only be required for Administrative 3 and 2, and SEO1 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.

4.7.2 Technical/Senior Technical Officer

Essential and minimum of 3 members

- Chair - Head of School or Head of Discipline
- Chief Technical Officer in the School³

Optional and at least one of the optional members must be included on the Selection Committee

- An external assessor (in the case of appointments greater than 1 year and/or where the post is advertised Technical/Senior Technical Officer).
- An academic member of staff

³ or another School if there is not a Chief Technical Officer in the School/ Hiring Area

Selection Committees in the Academic Service Division (ASD), Corporate Service Division (CSD) and Financial Service Division (FSD)

The Chief Officer of the Division shall establish the composition of the administrative selection committees and may at his / her discretion Chair any appointment to the Areas in his or her Division (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 University. The Chief Officer of a Division 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 3 regarding requirement for external assessors on Administrative appointments.

4.8 Senior Administrative Appointments at SAO1 (Head of Function)

Essential and minimum of 4 members

- VP / CAO or Chief Operating Officer (depending on the Division in which the function is located)
- Chief Officer of the Division
- Director of Human Resources
- External expert (if the appointment is permanent, indefinite or the contract is greater than 1 year)

Optional

- A member of the academic staff of the University

4.9 Senior Administrative Appointments at SAO1 (other), SAO2, SAO3

Essential and minimum of 4 members

- Chair - Head of Function
- Senior Administrative member of staff from the “hiring area”
- Director of Human Resources or nominee
- An external expert (if the contract of appointment is permanent, indefinite or greater than 1 year)

Optional

- A member of the academic staff

4.10 Administrative Appointments at AO1

Essential and minimum of 3 members

- Chair - Head of Function or nominee
- A Senior Administrative staff member from the administrative area
- An external expert (If the contract of appointment is greater than three years)

Optional

A member of the academic staff

4.11 Administrative Appointments at AO2, AO3,

Essential and minimum of 3 members

- Chair - Head of Function or nominee
- Line Manager of the role
- An external expert (in certain situations – see footnote 2 above)

Optional

- A member of the academic staff

4.12 Senior Executive Appointments at SEO1, SEO2

Essential and minimum of 3 members

- Chair - Head of Function or nominee

- Line Manager of the role
- An external expert (in certain situations – see footnote 2 above)

Optional

- A member of the academic staff

Professional Library Appointments

4.13 Keeper, Sub Librarian

Essential and minimum of 5 members

- Chair – Vice Provost / Chief Academic Officer or nominee
- Librarian
- Deputy Librarian and / or Line Manager (Keeper)
- A member of the academic staff of the University
- An external assessor (if the appointment is permanent or greater than 1 year)

4.14 Assistant Librarian 1, Assistant Librarian 2

Essential and minimum of 4 members

- Chair – The Librarian (or Deputy Librarian)
- Keeper
- Line Manager (Sub Librarian or other)
- An external assessor (if the appointment is permanent or greater than one year)

Optional

- A member of the academic staff of the University

4.15 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 University policy. All Trinity Staff participating on Selection Committees are required to have completed the LEAD Programme on Living Equality and Diversity eLearning. External participants will be provided with appropriate guidelines. 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
- ii. All members of the Selection Committee, as agents of the University, are bound to act in accordance with the University'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.
- iii. All members of the Selection Committee should be invited to participate in the shortlisting⁴ 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 should ideally attend presentations and interviews 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].
- 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 Selection 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

⁴ This may be achieved through direct meeting, consultation or such other means of coordinated communications as required.

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 from the Hiring Lead for the appointment:

- **Approval Confirmation:** Staffing Submission as approved by the Faculty Executive Committee / Chief Officer.
- **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. All Faculty job and person specifications must be approved by the Dean, through the Faculty HR partner to ensure that the advertised post is as specified during its strategic approval.
- **Draft Advertisement:** The hiring lead 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 University's advertising agents and for posting the job and person specification to the University's vacancies website. All Faculty job advertisements must be approved by the Dean, through the Faculty HR partner to ensure that the advertised post is as specified during its strategic approval.

- **Proposed Selection Criteria:** in the case of administrative/ professional library posts.
- **Minimum Qualifications:** Trinity 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 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	Internal competition in first instance. External 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 Chief Officer will lead the short listing for senior administrative appointments in the Division 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.

In the absence of all members of the selection committee being available to participate in the shortlisting process, then, at a minimum, the Head of School, Head of Discipline and External Assessor who are members of the selection committee, must be involved in the shortlisting process.

A complete and accurate record of the Committee's short listing decisions will be required to support the University'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), for reasons of fairness and equity. For Academic appointments, if 5 candidates are short listed then the process must take place over two days with presentations on day one and interviews following on day two. For Administrative appointments a **maximum of 5 candidates** may only be interviewed in one day.

Where a third party such as a specialist recruitment consultancy is responsible for generating candidates, the University must follow its appointment procedures thereafter. Under Freedom of Information legislation, the records of any agency providing such a service to the University 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 expected 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 who 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 should be provided for.

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 University 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)⁵

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 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

⁵ 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.

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. Roles of the Selection Committee Members at Interviews

The **Chair** is responsible for the following:

- Confirming and agreeing the selection criteria on which applicants will be scored.
- Ensuring that no panel member has a candidate bias, and disqualifying the panel member if this exists.
- Deciding the order of questioning by the Committee members.
- That every candidate receives the same opportunity (and time) to explain their experience, ability and potential to the Committee.
- Introducing the Committee members to the candidate.
- Opening and closing the interview with the candidate.
- To ensure that discriminatory questions are recalled. Intervening and “striking out” any potentially discriminatory questions posed by the Committee.
- Keeping interviews on time so that all candidates receive the same time to make their case.
- Ensure that all areas of a candidate's application have been sufficiently explored throughout the interview so that an evaluation judgement can be made.
- Reminding the Selection Committee that the selection process is confidential
- Noting that interviews are stressful 'life experiences' and that all representatives of College treat the candidate in a professional manner by ensuring the selection committee demonstrate interest in the candidate's application, maintaining eye contact, switching off mobile phones or other electronic devices (e.g. PDA's), refraining from doodling etc.
- Advising the committee that the College must also 'market' itself to prospective candidates and be prepared to impart information that will 'sell' the College. But, at all times cognisant of not 'over-selling' College or creating unfair expectations in the candidate's mind.
- Advising the Committee that the same core questions must be asked of each candidate.

The External Assessors

- Their role is one of “discipline expert”.
- They should primarily focus on the candidate’s career to date, their research and publication record and their future research plans.
- Evaluate the candidate’s contribution, or potential, to their field and if relevant their international standing.

The Non-Faculty/Departmental Member

- This person is present as ‘honest broker’, to ensure the College appointment procedures are adhered to and a suitable standard of applicant is appointed.
- They should examine an area that would be transferable such as teaching or contribution to institution.

A Representative from the Discipline/Department

- This individual is included to ensure openness and transparency in the appointment of peers to the Discipline.
- They could explore how complementary the candidate’s research would be to the Discipline.

The Head of Discipline

- Should explore the candidate’s career development including research and scholarship and their potential contribution to the Discipline.
- Act as ‘sweeper’ on any questions asked by other members that require further detail from the candidate.
- Ensure the candidate demonstrates good development potential and be capable of achieving future career promotion against the College’s prescribed criteria.

The Head of School

- Should explore how the candidate will contribute across Disciplines (i.e. teaching etc) within the School and College
- Should explore how the candidate will conduct research collaboration across Disciplines and College community.

- Should examine candidates experience of Curriculum Development/Administration

Human Resources Representative

- They must ensure that the selection process is fair and transparent.
- Ensure adequate records are retained for the purposes of employment equality, Freedom of Information (FOI) and feedback purposes. (Each scoring sheet from all committee members will be collected after interviews).
- They must specifically record the proceedings of the interview such as criteria used, weightings assigned, the evaluation of candidates against the criteria, explanation of marks allocated, the reasons for ranking and potential feedback to candidates.

Other Appropriate Nominees

The panel may be extended to include representatives of organisations that will share the salary costs or provide the primary place of work for the appointee e.g. Associated hospitals or where there is ongoing collaboration in work and/or research e.g. Dublin Molecular Medicine Centre.

11. Interviews & Selection Criteria

Interviews must be conducted in accordance with the University'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.

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 University's selection procedures.

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

12. Release of Internal Staff to New Roles

Internal candidates may be appointed to 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.

13. 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.

14. Responsibility of the Resourcing Section

Human Resources will handle all of the University'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 University with the necessary authority to validate their cited academic qualifications, and to seek Garda Vetting for appropriate positions. Candidates will be commenced on payroll upon the return of their signed contract, signed Applicant Declaration, and with accompanying documentation).

The University 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 University's Health Service who will determine their fitness to work.

APPENDIX A - General Procedure and Protocol for the Approval and Recruitment of Professors

Purpose and Scope

These procedures set out the procedure and protocol for approval of, and recruitment to Professor (Chair) positions. They replace the existing Appendix A (2008), of the College's Recruitment Procedures.

This document is set out in three parts, addressing General issues, the Approval Process, and the Recruitment Process.

1. General

1.1 Guiding Principles

The College recognises that it is operating in a highly competitive global market for academic talent. It is understood that the approval of Professor positions are key strategic decisions for College, and that Faculty Deans and Schools must invest as much time as is necessary to properly prepare and execute a successful recruitment campaign. It is essential Schools stimulate sufficient interest from the right candidates, and complete the selection process in a professional and efficient and timely manner, to ensure that there is a high likelihood of acceptance by a successful candidate.

The recruitment process cannot be considered in isolation from an effective induction process and it is the School's responsibility to assist new hires in relocating to Dublin successfully and to ensure that they are successfully integrated into the University.

The School will also commit to having regular conversations regarding expectation and performance with the appointed candidate.

It is a requirement that all newly appointed Professors must give an inaugural lecture within the first year of their commencement and the Faculty Dean will liaise with the Provost's Office regarding suitable dates.

1.2 Professorship

A Professorship is the highest academic post within the College. The holder of a Professorship 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.

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) capacity to represent effectively the discipline inside and outside the College;
- c) capacity to act as Head of an academic unit (in the context of Board approved arrangements for the Headship of discipline/department/school/Research institute);
- d) a willingness to participate in the overall life of College.

2. Approval to fill a Professorial Vacancy

2.1 The Role of the Faculty Dean

The Faculty Dean represents the Provost throughout the process until the interview stage. The Faculty Dean's role is essentially one of project management and he/she will shape and direct the recruitment process from the outset. This includes getting approval to fill the post and proposing a search committee to Council following consultation with the Provost.

2.2 The Approval Process

In view of the significance of Professor appointments as outlined in section 1 above, the decision to fill a Professor post is a key strategic decision requiring consideration of a complex range of strategic, human resource and financial considerations. The authority to approve a Professor post for filling is delegated to the Strategic Staffing Sub Group, in consultation with the Provost.

A proposal to fill a Professorial position may originate from one of a number of circumstances, namely;

1. Through a requirement to replace an existing post in the context of normal HR planning and budgeting processes.
2. Through new philanthropic donations (in the context of the agreed Philanthropy Strategy).

3. Through College decision to make Strategic Appointments in Schools (including medical posts), as determined by the Provost, Vice Provost/CAO and Faculty Dean.

At the outset of the process the School will draft the strategic case and statement of commitment (Vision and Commitment statements referred to below), for consideration and endorsement by the Faculty Dean. If the case is supported by the Faculty Dean, an application for approval to fill a Professor position will be made to the Strategic Staffing Sub Group.

Once a School achieves approval from the Strategic Staffing sub group, the formal proposal to fill the Professor post, including the Commitment and Vision statements, will be brought to the Faculty Executive Committee for noting.

Following noting by the relevant Faculty Executive Committee the proposal together with the proposed internal membership of the Search Committee should be sent by the Faculty Dean and only after approval by the Provost, to the Director of Human Resources for submission to Council. The required composition of the Selection Committee is set out in further detail in section 3.1 below, and in exceptional circumstances the Provost may add additional members.

a) **Commitment Statement:** this confirms that the necessary finance and infrastructure are in place to:

- a. fund the salary and ongoing employment costs
- b. cover the cost of recruitment including visits
- c. provide a competitive start-up package
- d. offer the essential infrastructure to fully enable the post e.g. space, equipment, laboratories, students
- e. describe the national and international funding programmes and agencies for which the successful candidate could apply. (Providing evidence that the School has a successful track record in attracting such funding programmes would be desirable)
- f. detail any analogous posts either occupied or currently in recruitment that would provide critical mass for the appointment.

- b) **Vision Statement:** this should describe
- a. how the Professorship will add value to the School and College in terms of Research, Teaching and Contribution to the Discipline/ Engagement with Society.
 - b. how the position maps onto the School's Research Strategy and the strategic themes and ambitions of the College;
 - c. the anticipated synergies with existing academic staff
 - d. how the position might link to College research institutes
 - e. if the position would increase the College's participation in international networks or consortia

3. The Recruitment Procedure

3.1 Search Committee

The search and selection process will be undertaken by a specifically appointed Search Committee as an ad hoc Committee of Council formally delegated the responsibility to make the appointment decision.

The membership of the Search Committee should include:

- The Provost (Chair)⁶
- The Vice-Provost/Chief Academic Officer;
- The Dean of the Faculty;
- The Head of School;
- One academic member of the Discipline concerned (the Head of Discipline or his/her nominee);
- Professor from a Cognate Discipline
- Two external assessors

In the event of the candidacy of any of the role holders listed above, the Provost will nominate a pro role holder.

In the case of medical Consultant Professorial appointments in the Faculty of Health Sciences, representatives of the Hospital Boards will, in accordance with the

⁶ Where the Provost does not chair, the Vice-Provost/CAO will chair and a pro-Vice-Provost/CAO may be appointed by the Provost.

teaching agreements, participate in full in the appointments procedure including the finalisation of job specification, advertising and search, shortlisting, and selection. Hospital participation in the Search Committees will consist of the CEO (or his/her nominee) of a stakeholder hospital and two THI nominees, one of whom should be from the stakeholder hospital. The Vice Provost/CAO will not be a member of these Search Committees.

3.2 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 Board on behalf of Council is assigned to a Search Committee. The Search Committee may encourage applications from suitable candidates who have not put their names forward. It may also engage professional headhunting agencies to target candidates.

The Search Committee will examine all aspects of the candidates' qualifications for the Professorship in question with due consideration of all the special circumstances that might pertain to a particular Professorship and School. Where a candidate is required to be in place by a specific date this must be clearly stated in the advertisement and further particulars. The Search Committee will also evaluate the non-pay resources, if any, likely to be required by an incoming Professor.

External Assessors

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. The independence of External Assessors must be assured at all times. The Search Committee will pay particular attention to the selection of External Assessors to ensure gender balance, independence, and international representation. To ensure as broad a representation as possible on the Search Committee, each assessor should be distinct yet complementary to the other and ideally should not overlap with the specialism of another Committee member e.g. that of a Head of School or Discipline. The Faculty Dean will discuss and agree the External Assessors with the Provost.

Training & Support

Professional training will be offered to all members of Professorial selection committees with particular emphasis placed on developing the skills and expertise of Heads of School regarding successful hiring techniques.

3.3 Preparation of Job Description, Further Particulars and Advertisement

The Search Committee comprising the internal members will meet to discuss the post and the recruitment timeline. They will also:

- decide the form of advertisement
- agree the advertising media and appropriate publication dates
- agree the further particulars
- confirm the budget available for recruitment and start-up
- set suitable dates for candidate visits and interviews
- generate a list of external assessors and make recommendations

The Assessors will be sent all necessary documentation including the job advertisement, further particulars, College recruitment policy and Professorial appointment procedures.

3.4 The Role of the School/Discipline:

The Faculty Dean will nominate a member of the academic staff, typically the Head of School or Discipline or other appropriate senior member of staff who will act as the 'Hiring Lead'. The Hiring Lead is responsible for developing the first draft of the further particulars and is the expert liaison with Human Resources throughout the recruitment process for example, advising where to advertise, co-ordinating candidate visits, answering academic queries regarding the Discipline / School etc. It is imperative that the School owns the hiring process, prioritises the recruitment and devotes sufficient time as is necessary to ensure a successful hiring outcome. Schools must be proactive in the identification and targeting of suitable candidates worldwide and should use their external assessors and professional networks to identify interesting candidates and make sure the recruitment competition is widely promulgated. Schools must be confident in their ability to attract candidates, yet be conscious that they are likely to be competing for staff against higher ranked and

better endowed institutions. Each School should develop a compelling research story designed to enthuse and attract potential applicants.

3.5 Candidates

Candidates should be provided with adequate and timely information such that they can determine their own level of interest early in the recruitment process. In order to ensure, in so far as is possible, that only the most serious and interested candidates progress, the Search Committee may appoint a sub-group to conduct initial conversations with candidates to confirm their level of interest. These meetings may be conducted over telephone, video conference or other suitable means having due regard to international time differences and costs. The structure of these conversations will comply with College's equal opportunities policy and a report on the outcome of these conversations will be sent to the full Search Committee.

Following initial conversations, the Search Committee may invite a long list of viable candidates to visit the School and College in advance of a final interview shortlist being compiled.

The purpose of the visit is to allow candidates engage with academic staff and students, and for the School to become more familiar with the candidate. A meeting schedule should be drawn up by the School so the candidate meets the Head of School and/or Head of Discipline, the Director of Research, the Director of Undergraduate Teaching, the Director of Graduate Teaching and the Faculty Dean. These meetings may take the form of one to one or small group meetings.

At the commencement of their visit the candidate will be invited to give a presentation to the School on their research. After the completion of their meetings they should give a second shorter presentation illustrating the synergy they have identified between their research interests / plans and that of the School, Faculty and the wider College. They should also stipulate how their research maps onto the Strategic Research Themes of the College. Other meetings may also be arranged by the School as required (e.g. with Human Resources, national funding agencies, etc.)

3.6 Shortlisting

After the closing date and following the candidate visits the Search Committee will meet to confirm that a quality field of candidates exists in order to proceed with interviews. In the event a quality shortlist does not exist then the recruitment process returns to the advertising and headhunting phases.

The Search Committee including the External Assessors should draw up a short-list of candidates for interview.

Where the External Assessor(s) are unable to participate the Recruitment Officer will ensure that their views of candidates are communicated to the Search Committee.

3.7 References

Each candidate will be asked to provide 3 referees. Having consulted with the Head of School(s) through the Faculty Dean, , the Faculty Dean and Provost shall nominate 2 independent referees from whom the College will seek an opinion as to the Candidate's Research, Scholarship, leadership ability and overall suitability for the position.

3.8 Seminar Presentation

Shortlisted candidates will be asked to present a seminar for a maximum of 45 minutes followed by a 15 minute question and answer session. Members of the Search Committee, including the External Assessors and members of the Discipline/School should attend these presentations. The presentations are open to all interested members (both staff and students) of the School, Faculty and College. The Faculty Dean will advise the audience of the procedures in relation to the presentations and question and answer sessions. He / She will then introduce each candidate before their presentation and facilitate the question and answer session afterwards. The Faculty Dean is responsible for time-keeping and ensuring candidates are not interrupted during their presentation. At the conclusion of all the presentations, the External Assessors and selection committee will withdraw before the audience provides feedback to the Faculty Dean and Head of School.

3.9 Interview(s) by Search Committee

The short-listed candidates shall be interviewed in depth by the Search Committee. An appropriate marking system will be used to assess the strengths and weaknesses of each candidate against the published selection criteria with suitable marks awarded such as to differentiate the candidates. An adequate record of a candidate's assessment will be retained for the purposes of feedback and to satisfy the College's requirement to retain documentary evidence for decisions.

It shall be the responsibility of the Faculty Dean and Head of School to ensure that the views of the members of the School regarding the candidates are made known to the Search Committee.

It is the function of the Search Committee to nominate the appropriate candidate to Council⁷ and 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. If more than one candidate is considered appointable then the candidates will be ranked accordingly.

3.10 Candidate Negotiations

The Faculty Dean, Head of School together with a representative from HR will be involved in negotiating the employment offer with the successful candidate. It is expected that the Faculty Dean will normally lead on such negotiations. The agreements in relation to start-up and support will be included as an appendix to the Contract. Candidates will normally be given 30 days to accept a written offer of employment unless otherwise agreed. A candidate must normally commence in post within one year of offer.

In the unfortunate situation that a School fails to have an offer of Professorship accepted, it will normally have to wait twelve months before re-applying to the Strategic Staffing Sub Group for permission to recommence the recruitment process. Approval to recommence will not necessarily be granted. Any re-application must

⁷ (Approved by Council on 23 October 2013 and subsequently amended by Council on 22nd October, 2014 – Council approved an amendment to the appointment procedures to note that all appointments should be approved by Council and Board)

contain a statement as to why the previous recruitment competition failed and evidence as to why a further recruitment competition is likely to succeed.

3.11 Relocation and Retention

Where a candidate is relocating to Ireland the School needs to actively support them in that process. The College must ensure that new hires are successfully integrated within both the School and College community. A School/Faculty must assign a 'mentor' to the new hire to help them settle into their new surroundings, facilitate introductions and explain the workings of College.

Appendix B: Procedure for the Nomination of Exceptional External Candidates to Professor (Chair) Positions, and other Academic Posts in receipt of European Research Council⁸ award only

Background

The aim of this document is to clarify, and to adapt in accord with changed financial and organisational arrangements in Trinity, the procedures for appointing exceptional external candidates to Professor (Chair) Positions, and other Academic Posts in receipt of an European Research Council award only ^{*9} within the University

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, University 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 the grade of the academic post, 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.

⁸ and other Academic Posts in receipt of an European Research Council award only Academic Posts

⁹ Board, 17th December 2014 (item A.10 (ii)) noted the memorandum from the Vice-Provost/Chief Academic Officer & the Interim Director of Human Resources, dated 9th December 2014. It was agreed that this procedure should be extended, as outlined in the memorandum, to those candidates in receipt of a **European Research Council award only**. Should there be a desire to broaden the scope of the procedure further, it was noted that such a request will be brought to the Board for approval.

- 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 selection panel for the relevant academic post as per the Composition of Selection Committees detailed in the Recruitment Procedures will be 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.

In line with the Recruitment Procedure and Protocol for the approval and Recruitment of Professors (as approved by Council on 23rd October 2013), the Selection Committee will be an ad hoc Committee of Council formally delegated the responsibility to make the appointment decision.

4. The candidate will be invited by the host schools/institutes to visit Trinity for a two day period, during which he or she will:
 - a. Give a presentation as would be required of a candidate for an academic post.
 - 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 in consultation with the Selection Committee will make the final decision about nomination for an academic post based on the processes a-c in 4 above.
6. In line with the Recruitment Procedure and Protocol for the approval and Recruitment of Professors (as approved by Council on 23rd October 2013), and other Academic posts in receipt of an European Research Council award only,

the Selection Committee will nominate the candidate to Council and 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.

Approved by Board 25 March 2015