

**STRANMILLIS UNIVERSITY COLLEGE: A
COLLEGE OF THE QUEEN'S UNIVERSITY OF BELFAST**

EMPLOYMENT AND PROMOTION PROCEDURES

FOR TEACHING/SENIOR LIBRARY STAFF

January 1996, revised February 2001 and September 2004

EMPLOYMENT AND PROMOTION PROCEDURES

OBJECTS

The object of these procedures is to define the basis upon which the College will seek to appoint members of the teaching/senior library staff.

The College as a public body will provide equality of job opportunity without regard to any consideration other than merit and ability, in line with its Equal Opportunities Code of Practice.

These procedures were adopted by the Board of Governors of Stranmillis University College at its meeting held on 18 January 1996 and were revised in February 1999 and again in February 2001.

PROCEDURES FOR APPOINTMENT TO THE ACADEMIC/SENIOR LIBRARY STAFF

1. GENERAL

1.1 Procedures followed are in accordance with

- (i) Paragraph 1(c) of the Second Schedule of the Minute of Appointment of the Board of Governors,
- (ii) Third Schedule of the Minute of Appointment of the Board of Governors,
- (iii) the legislative enactments governing employment, and
- (iv) the Agreement between the Queen's University of Belfast and Stranmillis University College (2002).

1.2 The procedures recognise the distinctions between

- (i) The Principal,
- (ii) the College Directors, and
- (iii) members of the lecturing staff.

1.3 Every effort shall be made to ensure that, as far as is reasonably practicable, shortlisting and interviewing panels include representatives of both sexes and of both religious communities, in line with the College's Equal Opportunities Code of Practice.

1.4 As indicated in 1.1 (iv) above, an external subject specialist will possibly be called upon to assist with the recruitment of new members of staff (this is optional), along with a nominated member of the University staff (this is a requirement). The latter will be a full or voting member of the selection panel.

2. THE PRINCIPAL

2.1 The position of Principal shall be publicly advertised.

- 2.2 Shortlisting for the appointment shall be the responsibility of the Establishment and Development Committee.
- 2.3 Interviewing of an agreed number of shortlisted candidates and the selection of the candidate to be offered the post, shall be carried out by the Board of Governors itself and may not be delegated to a sub-committee. The Board may wish to invite a suitably qualified technical assessor to be present at the interviews. He/she may ask supplementary questions. He/she will also offer specialist advice, at an appropriate point during the final discussion but will not be a full or voting member of the panel.
- 2.4 Subject to the approval of the relevant government Department, formal offers of appointment shall be made by the Clerk to the Governors, acting on the Board's behalf.

3. DIRECTORS AND COLLEGE LIBRARIAN

- 3.1 The positions of Directors and College Librarian shall first be advertised within the College and suitable candidates selected from the applicants, unless such a process would be likely to result in an inadequate shortlist or would conflict with the Fair Employment and/or Equal Opportunities legislation and Codes of Practice. If such would be the case or if a suitable candidate is not found, then the position shall be publicly advertised.
- 3.2 Shortlisting and interviewing for the position of Director shall be the responsibility of the Establishment and Development Committee, which shall have delegated power from the Board of Governors to make the appointment.
- 3.3 Shortlisting and interviewing for the position of College Librarian shall be the responsibility of a panel consisting of the Chair of the Board of Governors, the Vice-Chair, the Chair and two members of the Establishment and Development Committee, the Principal and the relevant Director. This panel shall have delegated power from the Board of Governors to make the appointment.
- 3.4 If any of the positions above have been publicly advertised, the panel for short-listing and interviewing shall include a nominee of the Queen's University. An external academic assessor, approved by the University, may also participate in the interviewing process. He/she would ask supplementary questions. He/she would also offer specialist advice, at an appropriate point during the final discussion but would not be a full or voting member of the panel.
- 3.5 Formal offers of appointment shall be made by the Principal on behalf of the Board of Governors and reported to the next meeting of the Board.

4. APPOINTMENTS TO THE LECTURING STAFF

- 4.1 Such positions shall be publicly advertised.
- 4.2 Shortlisting shall be the responsibility of a panel consisting of the Principal, the relevant Director and the Head of Teaching and Learning for the Subject concerned or, where appropriate, the Librarian, along with a nominee of the Queen's University. Members of the Board of Governors may also be called upon to participate, if required (see also 1.4 above).
- 4.3 Interviewing of a agreed number of shortlisted candidates, and the selection of the candidate to be offered the post, shall be carried out by a panel consisting of the Principal, the relevant Director/Head of Department, the Head of Teaching and Learning for the Subject concerned or, where appropriate, the Librarian, the Chair of the Establishment and Development Committee, two other members of the Board of Governors and a nominee of the Queen's University. An external academic assessor, approved by the University, may also participate in the interviewing process. He/she would ask supplementary questions. He/she would offer specialist advice, at an appropriate point during the final discussion but would not be a full or voting member of the panel.
- 4.4 Formal offers of appointment shall be made by the Principal on behalf of the Board of Governors and reported to the next meeting of the Board.

5. RESTRICTIONS

- 5.1 No Governor of the College shall take part as a Governor in consideration of his or her own promotion, or in the appointment of his or her successor. As soon as the Board has decided to advertise a post for which a Governor may contemplate submitting an application, the person must declare an interest and withdraw from all meetings of the Board or its committees at which the appointment is being considered.
- 5.2 Elected staff representatives on the Board of Governors shall not be permitted to take part in the making of appointments to the teaching/senior library staff, except where they are acting in the role of line manager.

6. HUMAN RESOURCES MANAGER

- 6.1 The Human Resources Manager will normally assist with College shortlisting and appointment panels and act as secretary where appropriate.

PROCESS

1. Initial decision to make an appointment : this is based upon the staffing establishment authorised by the Board of Governors and follows the recommendation of the Principal, in consultation with the Senior Management Group where appropriate.
2. Agreement on the timetable of events to be followed : again, this is based upon the recommendation of the Principal.
3. Framing the advertisement, the job description and the personnel specification, including minimum criteria and a reference to the possibility of the enhancement of these criteria : this will be done by the Principal and the Human Resources Manager.
4. Advertising the post as required : the Principal liaises with the Human Resources Manager to arrange this.
5. Dispatch of application forms to those requesting them, together with relevant College information and EO monitoring forms : this is arranged by the Human Resources Manager who also receives the completed forms when returned and is responsible for ensuring that EO monitoring forms are separated immediately upon receipt and are not seen by those involved in the appointment process. Only the information contained in an application form will be considered in the selection process. CVs submitted by candidates will therefore be disregarded.
6. Shortlisting, by the appropriate panels, as follows:
 - (a) preparation of a comparative matrix containing all applicants
 - (b) application of criteria stated in personnel specification, with any enhancement of criteria agreed in advance of the examination of application forms by the panel
 - (c) decision on the number to be interviewed in the light of (b) above
 - (d) invitations, giving at least 7 days notice, dispatched to shortlisted candidates to attend for interview - including also offer to arrange a visit to the College (such visits by candidates to take place simultaneously)
 - (e) references of the shortlisted candidates taken up
 - (f) arrangements for interviews agreed - with respect to the order in which candidates are to be seen, the timing of the interviews and preparation of questions for use during the interviews
 - (g) record of the shortlisting process to be agreed

- (h) recording to be made by pen not pencil
- (i) all such records to be kept for a minimum of three years.

7. INTERVIEWS

- (a) agreement on the same set of core questions, related to the job description, to be put to all candidates - and who is to ask these: these core questions may be developed by any supplementary or additional questions which any panel member, including the assessor, may wish to ask
- (b) adherence to sequence of interviews and timing
- (c) schedules of appointment criteria issued for the convenience of panellists
- (d) interviews, using a standard College assessment aid for recording purposes - these to be completed independently at the conclusion of each interview
- (e) discussion of candidates - using the above information (references to be referred to only in the event of disagreement amongst the panel and/or to confirm the decision made); the assessor's views only to be invited following the reporting of panellists' initial views; an optional additional mark and comments may be added to each assessment aid following the discussion - his/her marks then to be added up by each panel member.
- (f) selection of successful candidate, following the reporting of final scores for each candidate by each panel member and on the basis of a majority decision, subject to a satisfactory standard having been attained. (Where this process does not produce a conclusive result, the Chair of the panel shall have a second and casting vote.)
- (g) Principal, or Human Resources Manager, to issue a letter of appointment and notify unsuccessful candidates as soon as possible
- (h) retention of all panellists' notes made during interviews along with assessment aids for a minimum of three years
- (i) payment of expenses to candidates attending for travel within the UK and Ireland (where appropriate)
- (j) report to the Board on the appointment
- (k) issue of contract documentation.

8. RESERVE LIST

The recommendation from an interviewing panel may include a list of reserve candidates in order of merit from which an appointment may be made if the successful candidate fails to take up the post. If a post for which a reserve list is in existence becomes vacant again within six months, the post may be offered to candidates from the reserve list in order of merit.

9. CAVEAT

The Board reserves the right not to make any appointment.