

REPUBLIC OF RWANDA



**HIGHER EDUCATION COUNCIL
P.O.BOX 6311 KIGALI**

**RECRUITMENT, SELECTION AND APPOINTMENT
POLICY AND PROCEDURE**

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RECRUITMENT, SELECTION AND APPOINTMENT POLICY AND PROCEDURE

1 Policy statement

It is essential for the continuing success of Rwandan Higher Education that all recruitment and selection activities are carried out in a fair, effective, consistent and professional manner. The Recruitment, Selection and Appointment Procedure aims to provide managers and employees with information on procedural requirements.

2 Aims of the Procedure

It is intended that the operation of the procedure will provide a fair, systematic and effective process for recruitment and selection which

- Ensures the appointment of the best candidate for the post on the basis of objective criteria which include qualifications, competencies, skills, knowledge and experience
- Enables the filling of vacancies within agreed timescales in a cost-effective manner
- Eliminates discrimination
- Recognises internal redeployment requirements.

3 Identifying and Developing a Rationale for Replacement/Appointment

A vacancy can occur for a number of different reasons, such as an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. Therefore, whenever a post falls vacant it should be examined critically to ensure it needs filling and to identify any changes in the job content. In examining the post the following questions should be considered:

- Is a direct replacement or a new post required?
- Does the work carried out by the previous post holder need to continue to be done?
- Can any of the required work be reallocated?

- Is the post correctly defined and graded?
- Do future changes or uncertainty suggest that a temporary or fixed-term position should be considered?

In considering the above questions managers are advised to give careful consideration to the following sources of information: strategic business plans, current and project student/staff ratios, current establishment figures, any feedback received from an exit interview and any feedback/consultation received from other members of staff.

4 Developing a Post/Candidate Profile and Job Advertisement

Once a vacancy has been identified an Application for Replacement/Appointment of Staff must be completed (Appendix 1). The Post Profile (including the Candidate Profile) and the job advertisement must be compiled.

If a Post Profile exists it should be reviewed and amended to reflect the current requirements of the post. The Post Profile should clearly and accurately detail the duties and responsibilities of the post and include a section detailing the Candidate Profile: qualifications, knowledge, experience and skills/abilities/competencies essential to perform the job.

A standard Post Profile is attached (Appendix 2). It should include:

- The Faculty/Department/Unit/Directorate
- To whom the post holder is responsible
- Salary/grade
- Post number
- The main purpose of the post
- The main duties and responsibilities of the post
- Where the position is being advertised and the closing date.

The Post Profile should always include the standard flexibility clause – e.g.

As a term of employment and after due consultation, staff may be required to undertake such other reasonable duties and/or working arrangements as may be required to meet the needs of the institution.

The Candidate Profile (Appendix 2) should include the following:

- a) **Qualifications:** The level of education and examination standard required for the effective performance of the post.
- b) **Knowledge:** the range and type of knowledge that is required for the effective performance of the post should be specified. Knowledge should be specific and can be obtained through studying, development and/or work experience.
- c) **Skills/abilities/competencies:** the range and type of practical and specialised skills/competencies required for the effective performance of the post should be specified – e.g. the ability to use spreadsheet applications, communication and organisational skills, fluency in French and/or English.
- d) **Experience:** the type, level and length of work experience that it is expected the post holder will have should be broadly specified – e.g. at least two years of previous general office experience, significant experience of generating income.
- e) **Discrimination:** care should be taken not to include criteria that are not essential and discriminate against women or men or disabled people.

Following the production of a post profile, including the candidate profile, the advertisement should be produced. It is crucial that the content of the advertisement be well thought out and constructed to meet the main requirements of the post in relation to current market trends and that it take into account any needs of the Institution.

External advertising can be very expensive; therefore it is important the post profile is used as the basis of the advertisement to keep the text as specific and relevant to the post as possible.

The advertisement should consist of the following information:

- Job Title (and, specifically, whether the post is temporary or fixed-term and the duration, where applicable)
- Salary/grade

- A brief summary of the relevant details of the post
- A brief summary of the qualifications, knowledge, skills/abilities/competencies and/or experience required by the post holder
- The method of application and when and from where potential applicants can obtain further details of the vacancy and an application form.

The Personnel Officer will insert standard information into advertisements, such as to whom candidates should apply, the closing date, etc. For internal vacancies only, a statement will be included which indicates that only employees of the Institution are eligible to apply.

5 Authority to Recruit

Authority to recruit to a post is given only by the Management Committee. Requests to fill vacancies should be made to the Vice Rector responsible for the Department/Faculty/Centre/Unit/Directorate who will progress the request as appropriate.

Once authority to recruit has been given each post should be given a unique identifying number and all advertisements and information on applying for vacant posts should advise potential applicant that they must put the post number and post title on the letter of application, the application form and (for academic posts) the CV.

6 Service Level Guidelines

Through the introduction of service level targets the Director of Administration and Human Resources should aim to ensure an efficient and effective recruitment, selection and appointment process.

For a ‘standard’ post the following guideline timescales should apply:

- Closing date for advertisement 1 week after vacancy is advertised
- Applicant information packs sent out by Personnel Officer 1-2 working days from receiving the request
- Shortlist pack ready for collection/sent to VRAC or VRAF as appropriate within 1-2 working days of the closing date
- Shortlisting completed and returned to the Personnel Officer within 1 week of the closing date
- Interviews arranged within 1 week of receipt of the Shortlisting Selection Form
- Interview packs ready for collection/sent to VRAC or VRAF as appropriate no later than 2 working days before interviews
- Original Qualifications, checked at shortlisting
- Offer letter and appropriate terms and conditions sent within 5 working days of decision of final interview
- Letter of regret sent after acceptance from successful candidate within 2 working days of receiving acceptance
- References checked Reference request letters issued 2 working days of issuing offer to successful candidate.

From the above information the recruitment, selection and appointment turnaround time will be recorded and monitored. This will ensure that the progress of the vacancy and any problem areas are highlighted and dealt with.

In addition to working to the service-level timescales, the following objectives should be highlighted to all managers who are recruiting:

- To treat all applicants and candidates for employment with respect and dignity
- To adhere to the principles set out in the policy, procedures and guidelines
- To ensure the highest standards in non-discriminatory practice
- To convey the best impression of the institution as an employer at all times where possible by
 - returning telephone calls within one working day
 - responding to all written enquiries within one working week
 - communicating promptly within one working week to all applicants if there are unforeseen delays in the recruitment process
- To provide professional support and guidance to all managers involved in recruitment and selection,. Including involvement at all stages of the procedure
- To challenge any practice that does not comply with the Institution's policies, procedures and guidelines.

7 Advertising

Fair selection means establishing a system of vacancy notification which reaches the widest possible audience of those that meet the minimum selection criteria. All vacancies should be advertised internally. Where authority to advertise externally has been obtained the Director of Administration and Human Resources should ensure the post is advertised in the relevant press.

8 Applications

8.1 Application packs

Within the post advertisement details will be given on how to apply. Applicants should also be advised that they MUST submit typewritten/word-processed applications.

Packs containing the following information should be made available to internal candidates and be sent to external candidates:

- The advertisement
- Post and Candidate Profiles
- An Application Form (Appendix 10)
- (For academic posts) a curriculum vitae template (Appendix 9).

A covering letter will also be enclosed with the pack, thanking the applicants for their interests and asking them to apply by completing the Application Form and, in the case of academic posts, supplying curriculum vitae.

8.2 Logging Applications and Short listing

All applications should be logged when they are received. Immediately following the closing date the Personnel Officer should collect the application forms and a copy of the log. A copy of all the applications should be made; the originals should remain with the Personnel Office at all times.

The Personnel Officer will issue all Application Forms and a copy of the log to the Vice Rector Academic and the Vice Rector Administration and Finance within 1-2 working days of the closing date. Along with the Application Forms the following documents will be supplied:

- A Shortlist Selection Form (Appendix 3)
- Guidance Notes for Interviewers (Appendix 4)
- Post and Candidate Profiles
- The job advertisement.

A short listing meeting should be held within 1 week of the closing date, involving as many of the interviewers as possible but always at least two people (including the nominated Interview Chair) to ensure objectivity. (For the required composition of short listing/interview panels please see Appendix 7.) Short listing must be based on the completed Application Forms and measured and recorded against the requirements specified in the Shortlist Selection Form (Appendix 4).

9 Interview Arrangements

The Interview Chair sets the date and place of interviews, their length and whether any presentations or other tasks are required, in liaison with the Personnel Officer. The Personnel Officer is responsible for making all arrangements and notifying candidates and the panel. This includes arranging reception arrangements, any hospitality, and the subsequent notification of the arrangements, including any presentations to be made or tasks or tests to be undertaken, so that letters or telephone calls inviting applicants to interview can be sent out in good time. Candidates should be given a specific time to arrive and informed where they are to report to on arrival. Candidates should NOT all be asked to arrive at the same time but at 30 minute intervals. If more than one post is being interviewed for on the same day all the candidates for one post should be interviewed successively and a decision reached by the interview panel before the interviews for another post commence. A room for candidates to wait in should be arranged.

On the day of the interviews the Personnel Officer should ensure the room in which the interviews are to be conducted is appropriately laid out at least 10 minutes before the interview panel is due to convene. The interview panel should be asked to convene 30 minutes before the time that the first candidate is invited to attend for interview.

10 The Selection Process

Good selection methods are essential to ensure that the best candidate is appointed and that the decision-making process is fair, transparent and effective. The main sources of evidence that will be used in coming to a decision about an appointment are:

- The Post and Candidate Profiles
- The interview
- The contents of the Application Form
- Tests, tasks or presentations, depending on the level and content of the job
- The references.

The selection process for all advertised academic posts should involve candidates making a presentation to staff. A senior member of staff will be asked to collect the views of staff present at the presentation and pass them on to the Interview Chair. These will be used to form part of the selection process.

10.1 Disclosure of Relationship by Interviewer

Employees will not be involved in the recruitment and selection of close relatives, partners or friends.

The employment of close relatives and partners should be in line with the Institution's values and principles of governance. Such employment should not raise any questions or concerns, either internally or externally, about the reason or method of recruitment and/or working relationships with any other employee. In addition, such employment should not put any employee in a situation that raises allegations of favourable treatment towards a close relative or partner.

The interview panel should agree in advance the questions to be asked and which member of the panel is going to lead on which question. All candidates should be asked the same questions by the interview panel in the same order. Supplementary questions or specific questions about the information supplied in the application may be asked that vary between candidates.

At the outset of the interview the chair should welcome the candidate and introduce the members of the panel. The Chair should explain how the interview will be conducted, ensure that the candidate has an opportunity to ask questions at the end of the interview and explain to the candidate when and how they will be informed of the outcome.

The Personal Officer is present to clerk the proceedings, provide legal and other advice as necessary and to monitor for equal opportunities. The Personnel Officer is not a member of the panel with respect to making decision on the appointment of candidates.

10.2 Canvassing

Candidates' canvassing of interviewers prior to interview is not permitted.

10.3 Recording of the decision-making

All interviewers should complete the Interview Selection Assessment Form (Appendix 5) and should attach any additional notes that they have made. This form can be amended to include other methods of selection. All notes must be based on objective selection criteria only. The Interview Chair must complete the Interview Decision Form (Appendix 6) and all documentation should be returned to the Personnel Office.

10.4 References

In relation to references for academic appointments please refer to Appendix 8.

The Personnel Officer will take up two written references for the successful candidate, including the current or most recent employer. All offers will be subject to satisfactory references and police clearance.

10.5 Offer of appointment

The recommendations of the interview panel will be conveyed in writing to the Management Committee who will confirm the appointment recommendations. All appointments are subject to final confirmation by the Board of Governors.

A written offer will be sent out by the Personnel Officer, following consultation with the Chair of Management Committee, and will be made subject to satisfactory references, police clearance and confirmation of the Board of Directors. For Academic and research posts a 12-month probationary period may apply. Expatriate contracts are for two years, renewable.

11 Equal Opportunities

HEIs should be committed to working towards the principles of social justice and equal opportunity in all aspects of the Institution's life and creating a positive atmosphere where there is a shared commitment to value diversity and respect difference. The Institution should promote equality, diversity and a supportive environment for its students, staff and others closely associated with its work and affirm the right of individuals to be treated fairly and with respect. All those associated with Higher Education, especially staff and students, should expect fair treatment without discrimination when applying to work or study at the Institution. Institutions should strive to ensure that people are treated equally regardless of their sex, marital status, race, colour, ethnic or national origin, nationality, economic background, disability, religion, age or other inappropriate distinctions. Staff and students are expected to act in accordance with the equal opportunity principles set out in this policy. The institution will not tolerate discriminatory behaviour.

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Appendix 1 APPLICATION FOR REPLACEMENT/APPOINTMENT OF STAFF

Faculty/Directorate/Centre

Post

(Please delete yes or no as appropriate below)

Academic Yes/No **Research** Yes/No **Support** Yes/No ____

Grade **Permanent** Yes/No **Temporary** Yes/No

Is post within existing and agreed staffing plan? Yes/No

If No – has post been agreed by Management Committee? Yes/No

If yes, whom is it replacing?

Does the post that is being replaced have supervisory responsibility? Yes/No

Funding details

Source of funding

Sum of money

REASON/RATIONALE FOR POST (please consider the following):

- Does the work carried out by the previous post holder need to continue? Can work be reallocated?
- Could the job be carried out under different working arrangements (e.g. part-time, term-time only, job share?)
- If you wish to make a fixed-term appointment you must provide clear justification for the temporary nature of the post.

(please attach any further information to the back of the form)

AUTHORISATION PROCEDURE TO BE FOLLOWED

Stage 1: Manager to complete recruitment form

Signature _____ **Print name** _____ **Date**

(Dean/Director)

Stage 2: Manager sends recruitment form to relevant VR for approval. VR takes to Management Committee.

Signature _____ **Print name** _____ **Date**

(Vice Rector)

- **Please send signed recruitment form, post profile, candidate profile and advertisement to the Personnel Assistant ***
-

For Personnel Department use only

Date received by Personnel (date stamp)

Personnel Department signature

Appendix 2: POST PROFILE FORM

Faculty/Centre/Unit/Directorate:

Role code (to be completed by Personnel Officer)	Post Title:
---	--------------------

Responsible to:	Responsible for: (staff type and numbers)
------------------------	--

Main purpose of the post (that is, the reason why the role exists – and the statement should summarise the main areas of activity and responsibility)
--

Principal duties or key objectives (this listing should specify only the highest level of duty and/or the major areas of responsibility and activity which will be used to assess achievement and performance ; list a <u>maximum</u> of ten)
1
2
3

4
5
6
7
8
9
10

As a term of employment and after due consultation, staff may be required to undertake such other reasonable duties and/or working arrangements as may be required to meet the needs of the Institution.

Any special features:

CANDIDATE PROFILE FORM

This section should include the basic, essential requirements the postholder should have in order to carry out the role to an acceptable level of performance. You can also add in desirable items.

1 Qualifications and/or Membership of Professional Bodies:
2 Experience:
3 Knowledge:
4 Skills/abilities/competencies:

Signature _____ **Print name** _____

Date _____

Line manager:

Dean/Director

Signature _____ **Print name** _____

Date _____

Vice Rector.

Signature _____ **Print name** _____

Date _____

For Personnel Department use only

Grade/Salary:

Post number:

Advertised:

Closing date:

Appendix 3 SHORTLIST SELECTION FORM FOR THE POST OF

Please specify the standard requirement of the post, for each application, by using the following scores to rate each of the candidates on the next page.

- 0** – Does not meet minimum/essential requirements
- 1** - Partially meets minimum/essential requirements
- 2** - Fully meets minimum/essential requirements
- 3** - Exceeds minimum/essential requirements (i.e. meets ‘desirable’ characteristics)

It is the responsibility of the Interview Chair to arrange a suitable data and place for members of the Appointments Committee/Short listing Panel to view application forms and shortlist the applicants.

Shortlisting panel: (please sign the Interview Chair’s copy of the form)

<u>Name (printed)</u>	<u>Signature</u>	<u>Date</u>
(Chair) _____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

This form should be signed by all participants and sent to the appropriate Personnel Assistant. As many of the interviewers as possible should be involved in the short listing process, but always at least two, including the Interview Chair. Where possible each interviewer should read all applications and complete the proforma as a guide in advance of the short listing meeting.

Chair: please complete the Interview Details Form attached and return the entire form to the Personnel Department.

Interview Details Form

It is the responsibility of the Interview Chair to complete the following details and arrange with the Appointments Panel a suitable date and place for the interviews. Please remember that Personnel Department require up to two weeks to notify the candidates.

Appointment Panel _____ **(Chair)**

(print names) _____

Interview date _____

Length of interview: _____

Start time for interviews: _____

Interview Room (Building, number) _____

Person to report to before interview: _____

Is a presentation to Staff required? **Yes No** (ring one)

If yes: length: _____

Topic/title:

Are other tasks/tests required? **Yes** **No** (ring one)

Please specify:

Signed (Chair) _____

Date: _____

Appendix 4 NOTES OF GUIDANCE ON SELECTION AND INTERVIEWING

The Short listing/Interview Panel should bear in mind a commitment to Equal Opportunities. The purpose of selection is to select the best candidate in a fair and transparent way that allows all appropriate candidates to be considered. No candidate should be excluded, or fail to be appointed, because of factors peripheral to what is needed to do the job and which tend to show a structured bias against one group and in favour of another. All interviews must be carried out in line with the requirements of the Ministry of Labour requirements for public-sector appointments: the selection process for all non-academic posts must include a written test and a representative of the Ministry of Labour must be invited to be on the interview panel.

1 Short listing Candidates for Interview

At the short listing meeting the Interview Panel should refer to the selection criteria as specified in the Post Profile in order to assess applicants for interview. Candidates must be assessed solely on their qualifications, relevant knowledge, experience and skills/abilities as presented on the Application Form.

2 Deciding on Interview Questions

Once applicants have been selected for interview, the Interview Panel should meet in advance of the interviewing to decide interview questions. You should agree what questions should be asked to assess further the candidate's match to the criteria for the post. Questions specific to each individual should also be agreed in order that gaps/issues highlighted in the candidate's Application Form can be probed. A skeleton outline of the interviews should be agreed detailing the order of questions and who will ask each question.

Care must be taken not to phrase questions in a way that might suggest an intention to discriminate.

Do not ask questions relating to any of the following:

- Marriage, family plans, children or domestic circumstances

(If you need to know that the person can work late or at weekends, then simply ask **all** the candidates about their availability to work unsociable hours).

- Religion or political beliefs

3 Questioning Technique

- Begin the questioning by concentrating on areas which are familiar to the candidates – e.g. present job, recent studies – before discussing previous experience and the interviewee’s thoughts about the job.

Ask open questions which cannot be answered with just ‘yes’ or ‘no’, by beginning the questions with ‘how’, ‘why’, ‘where’, ‘which’ or ‘what’.

- Do not ask multiple questions.
- Listen carefully to the answers and be prepared to ask further probing questions to clarify areas which the candidate has not covered fully or which appear to be vague or confused.

4 Conducting the Interview – Structure

Opening stages:

- Welcome and introduction by the Chair.
- Outline the structure of the interview, let the candidate know when he or she can ask questions and tell him or her probably length of the interview.

Questioning stage:

- The Panel should follow the skeleton outline of questions agreed in advance but feel free to ask follow-up questions to probe candidates’ replies to questions, as necessary – particularly where failure to answer satisfactorily will be a factor in the judgment to appoint or not to appoint.

Closing stages

- Candidates should be given the opportunity to ask their own questions.
- Candidates should be told when they will receive notification about the outcome of the interview.

After the interviews

- After all the interviews have been completed the Chair may inform the successful candidate orally that he or she is the preferred candidate for the post, subject to satisfactory references and police clearance.
- When all the relevant documentation has been received by the Personnel Officer, a contract will immediately be sent to the successful candidate, who will be required to reply **within seven days**.
- External candidates whom the panel has decided not to appoint should immediately be sent a letter of regret by the Personnel Officer. External candidates judged appointable and held in reserve as second or third choices for appointment to the post should be sent an initial letter explaining the situation and then a letter of regret if a preferred candidate accepts the post.
- Internal candidates should be informed personally of the outcome of the Panel and offered feedback on performance by the Director of Administration and Human Resources or the Personnel Officer.

Appendix 5 INTERVIEW SELECTION FORM

Name of candidate: _____

Interview Selection Criteria	Comments relating to the criteria	Score for category
Qualifications		
Knowledge		
Skills/Abilities/Competencies		
Experience		
Other		

Total score _____

Appendix 6 INTERVIEW DECISION FORM

It is the responsibility of the Interview Chair to fill in this form and send it to the Administration and Human Resource Directorate. All panel members should sign below.

Post: _____

Interview date: _____ **No .of candidates:** _____

An offer of appointment to the above post should be made to:

at a starting salary/grade of _____ **and commencing on**

Interview Chair:

Signature _____ **Print name** _____

Date _____

(Recruiting manager)

Personnel Department.

Signature _____ **Print name** _____

Date _____

Interview Panel

We confirm this decision and endorse the summary on the next page:

Name (printed)

Signature

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Summary of decisions: rank all appointable candidates in the last column in order of preference, with 1 being the most highly preferred candidate. Mark unappointable candidates clearly with an X in the last column.

Candidate	Comments relating to selection criteria	Decision

Appendix 7 COMPOSITION OF APPOINTMENT/SHORTLISTING PANELS

Notes:

- 1 Posts which may carry the title of Professor or Assistant Professor are appointed initially by a Senior Lecturer Appointment Panel. The decision to confer the title is taken subsequently (normally as soon as possible after the Appointment Panel) by the Professorial Panel (Appendix 8).**
- 2 All panels will be attended by a member of the Administration and Human Resources Directorate of appropriate rank, to ensure that policies are applied consistently.**
- 3 All panel members must be of at least the equivalent rank to that of the post to which appointment is being made.**

Panel for Directorial posts

Rector or Vice Rector (Chair)

One other Vice Rector or Director

One other member of Management Committee

One member of senior staff with relevant expertise

Normally one external specialist.

Panel for Lecturer and Senior Lecturer posts

Vice Rector Academic (Chair)

Dean of the appropriate Faculty (or representative)

Head of appropriate subject area within Faculty

Another member of Faculty, from outside the subject area

One member of another Faculty with relevant expertise.

Panel for Assistant Lecturer and Tutorial Assistant posts

Vice Rector Academic or Dean of the appropriate Faculty (Chair)

Dean of the appropriate Faculty (if not Chair)

Head of appropriate subject area within Faculty

Another member of Faculty, from outside the subject area

One member of another Faculty with relevant expertise.

Panel for Technical posts

Vice Rector Administration and Finance or Vice Rector Academic (Chair)

Technical Manager

One other senior technician

Senior member of a relevant customer department

Panel for administrative posts below the rank of Director

Vice Rector Academic or Vice Rector Administration and Finance (Chair)

Director of Unit

Director of another Unit

Panel for manual posts

Line manager (Chair)

Senior member of a relevant non-academic department

One other person with appropriate knowledge or expertise

Appendix 8 PROFESSORIAL PANELS

All promotions of existing staff to the rank of professor or assistant professor, and the conferment of the titles on new appointees, will be made by a National Professorial Panel. Where a new post may carry a professorial title, the appointment will be made initially at Senior Lecturer level and the professorial title will be conferred by a National Professorial Panel. In the latter case the Panel will normally meet as soon as possible after the Appointments Panel has been held – preferably on the same day or the day after.

The Panels will receive the candidate's curriculum vitae at least a week in advance of the meeting, together with a letter applying for the title (maximum three pages), and may look at some of the candidate's published work beforehand (e.g. on the internet, if it is not in the Library and has not been supplied by the candidate). The Panel will not hold interviews.

All members of a Panel which is considering conferment of the title of Professor must themselves be full professors, and all members of a Panel considering conferment of the title of Associate Professor must be at least Associate Professors. If it should happen that one of the senior staff mentioned below does not carry the appropriate title, he or she should be replaced by the Vice Rector Academic or a Professor nominated by the Rector or Vice Rector Academic, as appropriate.

Each candidate will be asked to nominate two referees of at least the rank to which he or she aspires. In addition the Chair of the Panel will ask for independent references from two other professors or assistant professors (as appropriate to the rank being considered), selected in consultation with the relevant Dean of Faculty.

Appendix 9 CURRICULUM VITAE TEMPLATE

[Name, Title(s) etc.]

Curriculum Vitae

Guidance notes for completing CV template

Insert or paste information at the sections in the template as indicated

Under experience, publications, presentations, and consultancy please list most recent first

ACADEMIC QUALIFICATIONS		
[date]	details of qualifications]	
PROFESSIONAL QUALIFICATIONS		
[insert date]	details of qualifications]	
CURRENT POST		
[insert period]	[insert employer]	post]
PREVIOUS EMPLOYMENT		
period]	employer]	[post]
TEACHING EXPERIENCE		
[i details and institutions)		

TEACHING SPECIALISATIONS	
Brief details	
CURRENT RESEARCH AND SCHOLARLY ACTIVITIES	
ADVANCED/PROFESSIONAL PRACTICE	
[Brief details]	
PUBLICATIONS –	
Research and Teaching	
[date]	Authors, Title, Journal
Peer Review Journal Articles	
[date]	Authors, Title, Journal
Research Monographs	
Date	Authors, title, Publisher
Chapters in edited collections	
Date	Authors, title of chapter, editor of book, publisher

Reports	
Date	Authors, Title, Report to
Text books	
Date	Authors, title, publisher
Other published teaching materials	
Date	Authors, publisher
RECENT PRESENTATIONS	
Refereed conferences	
date]	details of presentations]
Invited Presentations	
date	Details of presentation
Other presentations	
Date	details

Research Grants	
Dates	Grant holders, source of funding and amount
Research Degree Supervision	
Number supervised to completion	MPhil/M Prof PhD Prof D
Number presently supervised	MPhil/M Prof PhD/ Prof D
Number of research degrees examined	MPhil/M Prof PhD/ProfD
CONSULTANCY AND OTHER RELEVANT ACTIVITIES	
date]	details of consultancy/other relevant activities including details of consultancy income, source of income etc

Appendix 10 APPLICATION FOR EMPLOYMENT

This form must be typewritten or word processed

Post Number

Post Title

Personal Details

Family Name

Given Names

Address

Nationality

**Are you: Employed
and**

Self Employed

Student

Unemployed

Other

If employed please provide the name

address of your employer

Language Ability

French

	Excellent	Very Good	Good	Quite good	Poor/No Knowledge
Spoken					
Written					
Listening					
Reading					

English

	Excellent	Very Good	Good	Quite good	Poor/No Knowledge
Spoken					
Written					
Listening					
Reading					

Education

Please provide details of your qualifications with your most recent given first

Please continue on a separate sheet if necessary

Qualification obtained	Dates From/To	Institution	Main subjects Studied

Employment History

Please provide details of your employment history giving current/most recent employer first. Please continue on a separate sheet if necessary

Name and Address of Employer	Post Held	Key Duties	Dates From /To

Support Statement

Please provide a supporting statement explaining how you meet the requirements for the post as set out in the post profile. Please explain how your qualifications, skills and experience meet those required for the post for which you are applying.

(Please continue on a separate sheet if necessary)

References

Please provide the names, addresses and contact details of three referees who can comment knowledgeable on your educational and/or work performance. You must give details of your current/most recent employer or if still in education the head of the institution you are studying at.

I certify that the information provided on this form is correct and I understand that the information have provided may be stored manually and/or electronically.

Signed

Date