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| **QU Health guidance | Academic Recruitment** |

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| **Effective Date:** Click or tap to enter a date. |
| **Approved by:** Click or tap here to enter text. |

**Sour****ce**

This guidance was developed by the Academic Quality Affairs (AQA) Office at QU Health. The guidance is enforced by Heads of Departments (HoDs) and College Deans. The AQA office is responsible for overseeing and monitoring the implementation of this guidance.

**Purpose**

The purpose of guidance is to establish and implement clear academic recruitment guidelines at QU Health in line with [QU academic recruiting policy](https://www.qu.edu.qa/static_file/qu/offices%20and%20departments/VPAA/documents/ACADEMIC_016_Academic_Recruitment_Policy_EMC_Approved_English.pdf) [QU policy 016] and QU bylaws.

**W****ho should know this guidance**

Vice President of Medical & Health Sciences

Dean

Director / Head of Department

Faculty

Accounting/Finance Personnel

Student

All employees

**Guidance descri****ption & highlights**

* QU health is committed to attracting the highest caliber faculty to further the vision and mission of QU and QU Health and to meet the strategic goals and objectives of QU, QU Health and the needs of Colleges and Departments.
* The guidance provides a framework, guided by [QU academic recruitment policy](https://www.qu.edu.qa/static_file/qu/offices%20and%20departments/VPAA/documents/ACADEMIC_016_Academic_Recruitment_Policy_EMC_Approved_English.pdf), to deliver an *efficient* and *standardized* recruitment and selection process to hire the best candidates based on principles of *equality, fairness, transparency* & *confidentiality*.
* The selection process is *based on merit* with evidence being collated to judge applicants based on their skills, abilities and experience. Candidates must possess the academic expertise commensurate with the position and rank, and importantly, the characteristics to fulfil QU Health needs.
* Academic recruitment must be taken as an opportunity by colleges and academic departments to engage in reflection and long-term planning based on QU Health and College strategic goals and initiatives.
* QU Health recruitment unit ensures the *consistency* and *timeliness* in the recruitment and selection of all faculty and staff by providing support and guidance to those involved in the hiring process.

**Guida****nce statements**

| **Item** | **Statement** |
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| **1** | This guidance does **not** form part of any contract of employment and maybe amended as needed. |
| **2** | Academic recruitment is a *transparent, fair, non-discriminatory,* and *confidential* procedure, with no personal or professional information to be shared outside the recruitment committee or administrative staff handling the process. |
| **3** | Consistent with the vision and mission of Qatar University and QU Health, the criteria for hiring faculty must meet the highest standards of excellence.  The **guiding principles** of recruitment at QU Health are to hire:   * the most highly qualified candidates to further the vision and mission of QU and QU Health, to meet the strategic goals and objectives of QU, QU Health and to fulfil the needs of Colleges and Departments. * faculty who bring *diversity* to QU Health in terms of experience, qualifications and schools of thought (without regard to their gender, ethnicity, nationality or belief). * *Qatari* faculty who reinforce the nation’s plan for sustained development and self-reliance. * faculty who are proficient in using Information Technology and English Language skills. * Faculty with excellent teaching practices. Special consideration is given to fill in curricular gaps in the department, inter-disciplinary teaching, and expected research and service agenda. |

**R****oles & Responsibilities**

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| **Vice President for Medical & Health Sciences (VPMHS)** | VPMHS provides *leadership*in developing and implementing the recruitment processes. VPMHS also demonstrates commitment & support for the recruitment and hiring procedures outlined within this guidance.  Specific roles include:   * Determining the number of full-timefaculty equivalents(FTEs) for QU Health, colleges and departments based on discussions, negotiations, and recommendations with Deans and the Office of the Vice President for Academic Affairs (VPAA). * Ensuring that recruitment procedures described within this guidance are adhered to by Deans, Heads of Departments and faculty and/or staff involved in the process. * Reviewing recommendations for faculty appointments including specific details of the remuneration package. |
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| **Deans** | Deans are responsible for *assessing & validating* the *needs* for positions in collaboration with Associate Deans for Academic Affairs and Heads of Departments (HoDs) in alignment with the mission, strategic goals and objectives of the Department, College & QU Health.  Specific roles include:   * Verifying and validating the departmental calculations of FTEs. * Collating and examining the recruitment *needs* received from departments and ensure they adhere to prescribed policies. The Deans then endorse or renegotiate the recruitment needs with the respective HoDs. * Establishing a ‘*recruitment committee*’ at Program, Department and College level (depending on the College structure) and reviewing its recommendation(s) for faculty appointments. |
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| **Heads of Departments (HoDs)** | HoDs are responsible for *assessing the needs* for faculty appointments in alignment with the mission, strategic goals and objectives of the Department, College and QU Health.  Specific roles include:   * Calculating the number of FTEs to identify the need for recruitment based on an *FTE analysis*. The analysis specifies what proportion of FTE the department needs for instructional purposes, departmental administrative & research needs, strategic plan(s) and results from academic processes including student learning outcome assessment, academic program review and new program/restructure proposals. It also accounts for resignations, terminations, contract non-renewals and faculty work achievement. * Drafting, revising and finalizing job descriptions as per Qatar University approved format (detailing duties, responsibilities and requirements for the role, fully and accurately). * Establishing a Department-level Recruitment Committee (DRC) in consultation with the Dean. * Ensuring that DRC follows appropriate steps at all stages of the recruitment process as described in this guidance. * Preparing the ‘*Credential Form*’ and collecting all required credentials for processing in the VPAA Office, as outlined in the procedures of this guidance. * Setting the candidate selection standards and criteria (including education, experience, skills and competencies) and ensuring they are applied consistently for all applicants under consideration. |

**Proc****edures**

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| **Identifying recruitment needs** | Vacancies may occur because of several factors which are identified by the departmental *FTE analysis*. Specifically, these relate to one or more of the following domains:   * *Departmental developments* (including implementation of strategic plans, faculty resignations, terminations, non-contract renewals, faculty work achievement and needs for new skills). * *Teaching & learning* (additional instructional needs related to the introduction of new majors, minors and courses, curricular revisions and program restructuring, move to co-education, increased number of sections to be offered based on number of students, accreditation requirements and academic improvements in specific areas to broaden academic offerings). * *Research & innovation* (increase in research output relating to publications, research grants and patents). * *Service & professionalism* (increased representation and engagement in committees and organizations at College, QU Health, QU and beyond). |
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| **Advertising for vacant positions** | Vacant positions are advertised electronically. The process requires approval from the *College Dean* & *Human Resources (HR) Planning Section Head* to create a request on QU Oracle system.  All vacant positions must be advertised nationally, regionally and internationally. Advertisements must specify the deadline date for submitting applications. Advertisements should provide key information about QU Health, the College, the Department and the Program, requesting candidate information as specified in the position webpage on the [University careers site](https://careers.qu.edu.qa/). QU Health reserves the right to invite candidates to apply for a position without advertising, following VPMHS approval.  The advertisement process is as follows:   1. **QU career advertisement process:** 2. The University operates the following deadlines for requesting new positions:    1. Requests before 1st October for hiring the following Spring or Fall semesters.    2. Requests before 15th February for hiring the following Fall or Spring semesters. 3. HoD/Dean, request the assigned HR focal-point to contact and inform QU Health Business support [[quhealth\_hr@qu.edu.qa](mailto:quhealth_hr@qu.edu.qa)] to start the process of advertising for the vacant position on [I-Recruitment- QU career website](https://careers.qu.edu.qa/OA_HTML/RF.jsp?function_id=14296&resp_id=23350&resp_appl_id=800&security_group_id=0&lang_code=US&oas=6aHJ2cKIfQiilcn9B57dZw..&params=qsdj0XW6GcMLZYro8978gU3v36gChRPAZMNFIFuJGV.2nToQkwCORX.uVDnNMsAC), providing the full ‘*advertisement information*’ required [[**appendix 1**](#appendix_1)]. 4. QU Health Business support office ensure the availability of vacancy (new or replacement) in the organizational chart. 5. The *advertisement information* must be revised by the Associate Dean for Academic Affairs and/or the Head of Research and approved by the Dean prior to submission in Oracle system. Any additional information or modifications are requested to ensure consistency before creating a request. 6. The assigned college HR focal point/admin begins to process the request on QU Oracle System by filling the information on the pages. 7. The submitted request on QU Oracle System requires *HR Planning Section Head* approval. Once approved, the Dean of the College approves the request being published on the [QU career page](https://careers.qu.edu.qa/OA_HTML/RF.jsp?function_id=14296&resp_id=23350&resp_appl_id=800&security_group_id=0&lang_code=US&oas=6aHJ2cKIfQiilcn9B57dZw..&params=qsdj0XW6GcMLZYro8978gU3v36gChRPAZMNFIFuJGV.2nToQkwCORX.uVDnNMsAC). 8. **International advertising:**   The College submits the table below to *QU Health Senior Business Support Specialist* [[quhealth\_hr@qu.edu.qa](mailto:quhealth_hr@qu.edu.qa)], providing a link to the advertisement on [QU Career page](https://careers.qu.edu.qa/OA_HTML/RF.jsp?function_id=14296&resp_id=23350&resp_appl_id=800&security_group_id=0&lang_code=US&oas=6aHJ2cKIfQiilcn9B57dZw..&params=qsdj0XW6GcMLZYro8978gU3v36gChRPAZMNFIFuJGV.2nToQkwCORX.uVDnNMsAC).   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | College | Department | IRC# | Job Position | Start Date | End Date | JD | QU link | |  |  |  |  | Date. | Date. |  | The link of the advertisement on the QU Oracle System | |
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| **Candidates selection procedures** | **Department level:**   * HoD establishes DRC comprising three to five senior faculty members from the respective division/department with appropriate expertise. DRC may include faculty members external to the Department. * DRC is chaired by the HoD or another nominated senior faculty member. DRC role is to serve in an advisory capacity under the *leadership* of the HoD to search, screen, shortlist and interview candidates for the advertised vacancy. * DRC ensures that all processes described in the guidance are adhered to throughout. * HoD provides clear guidance to DRC regarding its roles and responsibilities, reviews the committee’s report and reserves the right to submit the report to the Chair of College Recruitment Committee (CRC), or request from the ‘*screen and search’* sub-committee to reevaluate and resubmit a revised report. * DRC members are responsible for screening all applications, prepare and present a report to the HoD outlining the number of applications received, the qualifications of each applicant, the adopted screening criteria, and the rationale behind recommending the shortlisted candidates.   Processes for candidate selection are as follows:   1. DRC sets up a calendar alert for the online application closing date for submissions. 2. Once the closing date has passed, DRC members independently select candidates for interview using ‘*QU Health* *candidate* *evaluation & shortlist form*’ [[**appendix 2**](#appendix_2)] based on the adapted departmental selection criteria. 3. DRC members may request the submission of the following items:  * Statement(s) of candidates’ philosophy in teaching, research, or service. * Sample syllabus or final examination * Results of students’ evaluation questionnaires. * Brief description of the best student project submitted to the candidate. * Suggestions about the ‘one book every student or faculty should read in the candidate’s discipline. * Brief faculty development plan for teaching, scholarship, and creative activity over the next five years.  1. Committee members reach consensus on candidates selected for interview and present to the HoD for approval ([**Appendix** **2**](#appendix_2) – section 2). 2. A departmental administrator:  * informs other applicants not shortlisted for interview that their application will not be progressed further (see [**Appendix 3**](#appendix_3) for suggested email response). * informs applicants selected for interview that they have been shortlisted (see [**Appendix 4**](#appendix_4) for suggested email response). * prepares interview information on candidates for DRC members (see [**appendix 5**](#appendix_5)).  1. A timetable for candidate interviews is prepared, taking note of the geographical location of candidates (national, international) to determine the type of interview (online, on-campus). 2. Calendar invites are sent to candidates (see sampleof invitation letter to candidates, [**appendix 4**](#appendix_4)) and DRC members. Note that for those candidates attending an online interview, the interview link (Teams, etc.) must be checked by administrative staff and candidates several days prior to the interview taking place. 3. On the day of interview, *evaluation forms* are provided to all DRC members ([**Appendix 6**](#appendix_6)). 4. As part of the interview, candidate(s) must deliver a presentation to DRC or the Department as decided by the HoD. The titles of presentations are communicated to candidate(s) at the time of scheduling the interview. 5. Tips for conducting the interview are given in [**appendix 7**](#appendix_7). 6. Immediately following each interview, DRC members should independently complete the interview evaluation form ([**Appendix 6**](#appendix_6)).      1. Following completion of all interviews, a ranked list of preferences is generated for discussion with the HoD, following which a final decision is taken regarding the preferred list of candidate(s). 2. Following HoD approval, Chair of DRC submits a recommendation of the most suitable candidate(s) to the Chair of CRC.   **College Level**  Processes for candidate selection at College level are as follows:   1. The Dean establishes a College Recruitment Committee (CRC) chaired by the Associate Dean for Academic Affairs. 2. CRC conducts interviews with the candidate(s) recommended by Chair of DRC in the presence of HoD and the Dean (either face-to-face or online). 3. After the interview process is complete, interviewers record their impressions on weaknesses, strengths, potential, and points warranting further investigation in the interview evaluation form ([**appendix 8**](#appendix_8s)). 4. The decision to make an offer to a particular candidate should be based on consensus among those involved in the recruitment process. It is the responsibility of Associate Dean for Academic Affairs to send recommendation to the Dean indicating the *name* of selected candidate and *reasons* for being chosen over other candidates. 5. At this stage, informal email communication of the outcome can be made to the preferred candidate, stressing that the decision will be further reviewed at VPAA prior to a formal offer being generated (see [**Appendix 9**](#appendix_8) for suggested email response). |
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| **Appointment procedures** | * Chair of DRC is responsible for ensuring that all candidate files/necessary documentation is processed and returned to the Associate Dean for Academic Affairs within five days of final decision being made by CRC. * HoD must fill in a ‘Credential Form’ which is approved and signed by the Dean. * The Dean’s office prepares a letter of nomination, with a recommended salary, and submits it to the QU Health Senior Business Support Specialist, along with one pdf file including all relevant documentation to be reviewed. * If needed, the QU Health Senior Business Support Specialist will contact the candidate for any further documentation required. * The QU Health Senior Business Support Specialist reviews the documents and submits them to the VPAA Faculty Recruitment Office giving details of proposed salary, rank and duration of contract. * The VPAA Recruitment Advisory Committee reviews the candidate’s documentation, including qualifications, and prepares the job offer which is sent to the candidate. * Academic faculty recruiting office will prepare the job offer based on the committee’s review. * Once VPAA approves the recommendation of the Dean, an offer is sent to the selected candidate. * Deans and the VPMH are authorized to negotiate the offer of employment based on defined salary scales, contingent on VPAA approval and confirmation by the President. * Once the offer has been accepted, HR will initiate immigration procedures and other necessary arrangements. No candidate is considered employed at Qatar University until a signed copy of the contract has been received, on-site medical checkup has been satisfactorily completed, and both a visa and work permit have been obtained. |
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| **Notification of other candidates** | * Once a selected candidate accepts the position, a departmental administrator informs other applicants not selected for interview that their application will not be progressed further (see [**Appendix 3**](#appendix_3) for suggested email response). * Candidates interviewed in the final shortlist (by CRC) are also notified by email that they have been unsuccessful. While detailed feedback is not required, they can be informed that while being considered strong candidate(s), there was a more suitable applicant (see [**Appendix 10**](#appendix_9) for suggested email response). These candidates may also be asked if it is permissible to keep their files active in case another vacancy opens. |
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| **Probation** | Recruited employees who have a formal probation period (as detailed in their offer and contract of employment) should use this period to demonstrate their suitability for the role. They should receive regular reviews, guidance and training to enable them to meet the job requirements of their new role. More detailed guidance can be found in the Probationary Arrangements. Those who do not have a formal probation period may benefit from a period of employee support to aid their transition into the new role. |
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| **Conflict of interest** | Care must be always taken to avoid the perception that nepotism or favoritism exists in the selection process. Immediate family members are precluded from collegial decisions in which they could have a conflict of interest. For conflict-of-interest reasons, members of the same immediate family shall not be hired to work in the same department unless prior authorization of the Vice-President (Finance and Administration) is obtained. For the purposes of this guidance, immediate family shall mean a parent, spouse/partner, brother, sister, child, aunt, uncle, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, grandparent, or grandchild. |

**Recruitme****nt flowchart**



**Appe****ndix 1 – Advertisement information form**

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| ***Insert name of the College here* - Advertisement information** | | |
| **IRC# for previous position, if relevant** | IRC # | |
| **Job Description** |  | |
| **Job Title** |  | |
| **Advertisement start date** | Click or tap to enter a date. | |
| **Advertisement end date** | Click or tap to enter a date. | |
| **For replacement position: name of candidate being replaced and job description** | Yes | No |
| If yes, please state the name of the candidate below:  Candidate being replaced and their job description. | |
| **International advertisement** | Yes | No |

**Appendix 2 – QU Health Candidate Evaluation & Shortlisting form**



**Append****ix 3 – Communication to applicants not selected for interview**

Dear enter name of candidate.,

Thank you very much for expressing interest in the position of Enter position title. in the Department of Name of Department at the College of Enter name of College , Qatar University (QU) Health.

We have had many high-quality applications for this position and, following review of your application, we are unable to select you for the next stage of the process.

We wish you all the best in your academic endeavors and please continue to review QU careers webpage for future opportunities.

Regards,

Recruitment Team

**Appe****ndix 4 – Communication to applicants shortlisted for interview**

Dear enter name of candidate.,

Thank you very much for applying for the position of Enter position title. in the Department of Name of Department at the College of Enter name of College , Qatar University (QU) Health.

Your application has been shortlisted and we would like to invite you to attend an interview with the Recruitment Committee.

Your interview has been scheduled to take place at Enter the TIME on Enter a date and will last for Enter the allocated time for the interview .

As part of the interview, you will be required to give a presentation of Enter the allocated time for the preentation on the subject of ‘Click or tap here to enter text.’.

Please communicate with Enter the name of the administrator to confirm whether this date and time is suitable and whether you will attend the university or participate online.

Please also ensure that you have loaded the following onto the application webpage: cover letter, Enter the number of recommendations required recommendation letters, degree certificates, scanned passport and evidence of academic rank.

We look forward to hearing from you in due course and meeting you on the day of the interview.

Kind regards,

Recruitment Team

**Appe****ndix 5 – Preparation of recruitment documentation for DRC**

It is recommended that the departmental administrator downloads all the necessary documentation of shortlisted candidates, then organizes it into *folders & subfolders* as follows:

* Position title
  + Position related information. (this folder includes the processed paperwork and the job description)
  + Shortlisted candidates with subfolders of their names - year: This folder must include:
    - CV
    - Cover letter
    - Recruitment evaluation form
    - Copies of the official corresponding paperwork

**Appen****dix 6 – Interview evaluation form DRC**



**Appen****dix 7 – Tips on conducting the interview**

* Prior to the interview, all committee members are advised to become familiar with the job description and the candidate’s documentation and prepare a list of question areas to explore.
* The Chair of the Recruitment Committee commences the interview, extending a warm welcome to the candidate and introducing all members.
* Committee members are advised to be tactful and considerate when asking questions and remember the unease that the candidate might be feeling.
* The Chair and Committee members should ensure that no interruptions occur during the interview and that the candidate is given ample opportunity to qualify their answers (unless they digress).
* The candidate will give a 15-minute presentation on a defined topic, followed by specific questions relating to the presentation.
* Interview questions should cover the domains of teaching & learning, research & innovation, and professionalism & service.
* Candidates are expected to be familiar with Qatar University, the College, Department, programs and research.
* The candidate should be given the opportunity to ask about the position.
* At the end the interview, the Chair should thank the candidate and outline the next steps, specifically when an outcome is expected and how it will be communicated.
* Committee members assess the candidate immediately after the interview using the appropriate evaluation form ([appendix 6](#appendix_6)) and send it to the departmental officer handling documentation processes.
* Chair and committee members should not express any commitments to the applicant until after appropriate references/transcripts have been checked and approved by the VPAA.

**Appendix** **8 – Interview evaluation form CRC**



**Append****ix 9 – Communication to the preferred applicant**

Dear enter name of candidate.,

Thank you very much for expressing interest in the position of Enter position title. in the Department of Name of Department at the College of Enter name of College , Qatar University (QU) Health.

We were very impressed with you at interview and would like to proceed with the hiring process. This outcome will be shared with the Office of the Vice President for Academic Affairs who will be in contact with you in due course.

Kind regards,

Recruitment Team

**Append****ix 10 – Communication for shortlisted applicants who were not selected for the position**

Dear enter name of candidate.,

Thank you very much for expressing interest in the position of Enter position title. in the Department of Name of Department at the College of Enter name of College , Qatar University (QU) Health.

We appreciate the time and effort you put throughout the application and interview process. The interview pool was very competitive. After careful consideration, we are unable to offer you the position, unfortunately, and another candidate has been selected.

We wish you all the best in your academic endeavors. and please continue to review QU careers webpage for future opportunities at QU Health.

Regards,

Recruitment Team