Academic Recruitment Guide

Office of the Vice President and Chief Academic Officer
Qatar University

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Highlights

The aim of this recruitment guide is to formalize a method to gather a well-balanced Qatar University workforce by recruiting the best-qualified candidates who can fulfill the needs and expectations of Colleges and Departments. Hopefully, adherence to this guide will reduce the hiring cycle time to ensure the best-qualified candidates are expeditiously recruited and placed.

1. The Vice President and Chief Academic officer (**VPCAO**) is annually required to provide the Academic Recruitment Report to the President outlining the progress being made on hiring both Qatari academicians and faculty and staff workforce in relevant sections and units reporting to the VPCAO.

2. The VPCAO is annually required to develop and distribute the Academic Recruitment Calendar.

3. Deans and Directors are expected to take an active role in the recruiting and selection process and use a personal and broad approach in attracting and recruiting the best-qualified candidates.

4. Colleges will be asked to submit a Faculty Capability Recruitment Plan, FTEs calculation, and Teaching Load Calculations, in order to expedite the approval and recruitment process for faculty positions for the next academic year.

5. Recruitment Search Committees will be required to be formed for all academic positions (all faculty teaching and academic leadership positions) as well as for senior administrative positions in relevant units that require leadership responsibilities (Section Head level and up) to ensure objective and fair hiring decisions and to establish broad institutional input.

6. The Recruitment Unit in the Human Resources Department will oversee the recruitment for all faculty and staff vacant positions at Qatar University by providing support and guidance to those involved in the hiring process. Recruitment Unit will ensure consistency and timeliness in the recruitment and selection of all faculty and staff.

7. Notices of all job vacancies shall be posted on the university Online Recruitment System that is resident on the University's web.

Introduction

There is a firm belief that successful faculty recruitment is essential for the success of any university, as such success depends to a large extent on the quality of human resources. In this context, only high caliber faculty and staff would be able to help the University fulfill its mission of being a center of excellence in teaching, research, and services to the community.

Recruitment and selection decisions are among the most important and challenging activities that academic and administrative leaders in any university are required to undertake. Recruiting for university positions worldwide is becoming increasingly challenging and complex.

Therefore, it is critical for Qatar University to select its new faculty members with care and diligence to ensure that Qatar's only public university employs the most qualified people to assist in the development of a national workforce, to advance the country's well-being and prosperity and to enhance Qatar's role in the international community. The crucial need of selecting the best-qualified people is vital for supporting the University's mission and vision in becoming the National Model University for research and Quality Learning-Centered Education.

Effective recruitment and selection procedures will require a flexible, time-efficient approach in presenting career opportunities at Qatar University using a variety of options including technology. Hiring cycle time must be reduced to ensure that management may select among excellent candidates. In short, all University officers who make hiring decisions must place greater emphasis on the need to make recruiting and selection decisions more promptly and efficiently.

This guide outlines the responsibilities, procedures and practices for hiring the best-qualified faculty available. It clearly articulates Qatar University's philosophy and delegation of recruitment/selection activities and support. Its purpose is to make the recruitment process simple, clear and easy-to-follow. Such procedures would help Department Heads and Recruitment Search Committees to select the most suitable candidates for the vacant positions in their programs and to ensure fairness and equity of opportunities for all applicants.

The implementation of this policy will require the full support and commitment of VPCAO, Dean, Department Head and Director in Qatar University. It will also require close liaison and coordination between the Office of Human Resources and all Colleges and Departments.

All University officers who make hiring decisions should be aware of and comply with the University's guideline as they relate to the recruitment and selection process and these officers are responsible for ensuring that hiring practices are applied consistently.

This work is composed of documents that show best practices at Qatar University and in similar regional universities as well as information extracted from Dr. Hend Jolo, *Academic Recruitment Evaluation Report* (June, 2006) and Dr. Ahmed Bakr, *Proposed Faculty Recruitment Guidelines and Procedure* (March, 2005).

Recruitment Standards

Consistent with the mission of Qatar University, the criteria for hiring of faculty must meet the highest possible standards of excellence. The following are the Guiding Principles of recruitment in Qatar University:

- Recruit and hire the most highly qualified candidates who have the potential to further the vision, mission, and goals of the University.
- Recruit and hire faculty who will bring diversity to the University in terms of experience, qualifications, universities, and schools of thought.
- Seek, whenever possible, to recruit and hire Qatari faculty who will reinforce Qatar's plans for sustained development and self-reliance.
- Recruit and hire faculty without regard to their gender, race, nationality, or belief.
- Recruit and hire faculty who are proficient in the usage of Information Technology and English language skills.
- Recruit and hire faculty with excellent teaching practices.
- Priority in recruitment is given to candidates who can teach a wide range of courses in each academic program.

Determining Faculty Needs and FTE Calculation

Initial assessment of the number of faculty needed is the responsibility of academic Departments. Each Department calculates the number of full-time faculty equivalent positions it is allocated for instructional, research, and administrative functions. In order to do this a Department must base its calculations on given assumptions such as:

- Full-time equivalent (**FTE**) faculty load - e.g., 21 Instructor Credit Hours (**ICH**) per academic year.
- Approximate number of students (majors/minors/others) it serves.
- Number of FTEs needed for administrative purposes (e.g., chairing department, coordination, other administrative duties within the University), and the number of FTEs needed for research activities and projects.

The Department calculates the proportion of its total FTEs assigned for instructional purposes and Departmental administrative needs ("**hard**" positions) and all other FTEs ("**soft**" positions).

Guidelines:

- The University has already fixed the number of **hard** positions allocated to each College/Department/Unit and such information is critically important before the university can embark on a sound systematic policy for recruiting faculty. This task is relegated to the VPCAO.
- Changes to the number of hard positions allocated to a Department/Unit/College are modified only by a decision of the VPCAO and Chief Academic Officer and are fixed unless the number of students within the Department increases or decreases dramatically, the administrative structure of the Department is altered, or the University adopts new FTE calculations.

- **Soft** positions change as a function of external funding and last for the duration of the funded project, or for the temporary loss of faculty members to administrative duties, sabbaticals, and other leaves of absence.
- Soft positions are negotiated between the VPCAO and the Deans of the Colleges each academic year.

Departments send their FTE needs to their respective Deans who review and negotiate these needs with them to arrive at an agreed upon figure for the Department, and ultimately for the College. The Office of the VPCAO shall determine the number of full-time faculty equivalents for the various colleges based on discussions, negotiations, and recommendations with the respective Deans of the Colleges. The final FTE figure (soft as well as hard positions) agreed upon and approved by the VPCAO shall serve as the benchmark for recruitment needs.

Consequently, recruitment needs are based on the approved number of FTE positions fixed for each College and Academic Department.

1. The number of FTE positions allotted to the Colleges and Academic Departments is approved by the President upon the recommendation of the VPCAO and Executive Management Committee (**EMC**). Any modifications to the allotted FTEs must be approved by the President upon the recommendation of the VPCAO and the EMC.
2. The VPCAO may redistribute allotted FTEs to the Colleges based on need and shifting enrollments within the Colleges provided that the total number of FTEs approved for the University is not violated. Changes in the distribution of FTEs at the College level must be reported to the President.
3. The Dean of a College may redistribute allotted FTEs within the Colleges based on need, input and shifting enrollments within the Department, provided that the total number of FTEs approved for the College is not violated. Changes in the redistribution of FTEs at the College level must be reported to the VPCAO.
4. College Deans will be responsible for collating and examining the received Departmental recruitment needs to ensure they adhere to prescribed policies. The College Dean will either endorse the requested recruitment needs, or renegotiate them with the respective Departmental Chairpersons. Impasses regarding recruitment needs between College Deans and Departmental Chairpersons are settled by the VPCAO whose decision is final.
5. The VPCAO is responsible for the final approval of the University's recruitment needs.

Roles, Responsibilities and Expectations

The following University officers will have key roles and responsibilities in the recruitment and selection of the best-qualified faculty. It is expected that they make the following contributions:

A. Vice President and Chief Academic officer

The VPCAO oversees all academic and academic-related recruitments. VPCAO is accountable for:

1. Determining the number of full-time faculty equivalents for the various colleges based on discussions, negotiations, and recommendations with the respective Deans of the Colleges.
2. Ensuring that "hard" positions are fixed unless the number of students within the College increases or decreases dramatically, the administrative structure of the College is altered, or the University adopts new FTE calculations. Any modifications or Changes to the number of hard positions allocated to colleges requires a formal approval by the VPCAO. However, "soft" positions change as a function of external funding and last for the duration of the funded project, or for the temporary loss of faculty members to administrative duties, sabbaticals, and other leaves of absence. More details are provided in the previous section of this guide.
3. Insuring that Deans and Directors follow the hiring procedures outlined herein.
4. Providing an annual report to the President outlining the progress being made on recruitment.
5. Approving *Position Approval Forms* and *The Authorization to Begin Recruitment Forms*.
6. Reviewing recommendations for, approving and disapproving hiring, financial package, promotion, transfer or reassignment, and termination of faculty and academic-related staff.

B. Deans and Directors

Deans and Directors are responsible for providing leadership in developing and implementing the hiring of the best-qualified faculty and staff and demonstrating commitment to and support for the hiring procedures outlined herein. They are accountable for:

1. Verifying and validating the Departmental calculations of FTEs, specifically identifying the proportions of the FTEs the department needs for "hard" and "soft" positions.
   a. Redistributing (whenever needed) allotted FTEs within the Colleges based on needs, inputs and shifting enrollments within the Department, provided that the total number of FTEs approved for the College is not violated. Changes in the redistribution of FTEs at the College level must be reported to the VPCAO.
   b. Calculating FTE positions according to the procedures outlined above.
   c. Collating and examining the received Departmental recruitment needs to ensure they adhere to prescribed policies. The Deans and Directors will either endorse the requested recruitment needs, or renegotiate them with the respective Departmental Chairpersons.
2. Matching positions to the priorities identified in the approved College/ Departmental/ Program Capability plan.
3. Establishing, for each Department/Program, a *Recruitment Search Committee* of diverse background. The committee should at least have one member from outside the department or the program.
4. Taking an active role in the recruiting and selection process and ensuring complete documentation of the process.
5. Using a professional networks, personal contacts as well as broad approach in recruiting candidates.
6. Assessing and setting objectives for each Department/Program for establishing greater expectations and coherence.

7. Establishing hiring goals and action-oriented recruitment programs.
8. Constantly seeking qualified Qatari Nationals to fill various positions in their College/Program.
9. Ensuring all new hires are capable, competent and proficient.

C. Department Heads

Department Heads are responsible for assessing the needs for positions to ensure they contribute to meeting the goals, objectives and mission of the Department. Recruitment needs shall be done simultaneously with the approved Organization Capability Plan, Position Description, including a duty statement and selection criteria, by the Head of the Department, approved by Dean/Director, and confirmed by the VPCAO.

Department Heads are accountable for:

1. Calculating FTE, specifically identifying what proportion of the FTE the department needs for instructional purposes and Departmental administrative needs ("hard" positions) and what proportion it needs for all other FTEs ("soft" positions). This calculation is based on the following factors:
   a. Total FTEs for the number of faculty who either resigned, were terminated, or their contracts were not renewed.
   b. Total FTEs for the number of faculty who were granted either partial (one semester) or full (two semesters) sabbaticals or leaves of absence. The type of leave (full or partial) must be reflected in the number of FTEs needed.
   c. Total FTEs for the number of faculty who are on sick leave.
   d. Total FTEs for teaching load reductions needed based on:
      i. Total FTEs for administrative purposes
      ii. Total FTEs for the number of faculty on reduced teaching load due to conducting approved research.
      iii. Total FTEs for the number of faculty on approved and commissioned assignments.

   Departmental recruitment needs for the coming academic year are calculated solely on the basis of subtracting the total number of FTEs in sections (a-d) from the FTEs allotted to the Department;
2. Preparing and revising accurate position descriptions which describe fully and accurately the duties, responsibilities and requirements of the role for which recruitment is to take place;
3. Establishing a department-level *Recruitment Search Committee*. The head of Department must provide guidance so that the Recruitment Search Committee will take the appropriate steps necessary to locate and solicit application from the best possible pool of candidates for the department and discipline.
4. Preparing required forms, secure necessary approvals and forward forms through appropriate channels as specified in these procedures;
5. Insuring that job selection standards and criteria such as education, experience, skills, abilities, and competencies to be used to screen applicants and aid in selection processes are job related and are applied consistently to all applicants under consideration;

6. Achieving and maintaining a competent and in full alignment with the mission of the academic program

D. Human Resources/Recruitment Unit

The Recruitment Unit of Human Resources oversees the recruitment for all vacant faculty and staff positions at Qatar University by providing support and guidance to those involved in the hiring process.

1. Ensuring consistency in the process and time lines are respected in the administration of recruiting and selecting faculty and staff;
2. Developing initial screening criteria;
3. Providing technical advice and assistance to Deans, Directors, Department Heads, and Recruitment Search Committees;
4. Providing technical training related to recruitment and selection;
5. Monitoring recruitment and selection activities for adherence to policies and procedures; and
6. Maintaining recruitment and selection data to support employment trend analysis.

The Recruitment Unit acts in an advisory capacity to Recruitment Search Committees in developing and tailoring recruitment processes that are designed to meet general, specific and special hiring needs. The level of service may be mutually determined to meet the needs of each search committee in support of its mission.

The Recruitment Unit shall offer recruitment services and support to every search committee. The Chair of a Recruitment Search Committee may request support from the Recruitment Unit in terms of participation on the committee. If a Recruitment Search Committee elects not to utilize the services of the Recruitment Unit, they assume full responsibility for all recruitment and compliance obligations, documenting the selection, and forwarding the completed recruitment file to the Office of Human Resources.

E. Recruitment Search Committees

In order to ensure objective and fair hiring decisions and to establish broad institutional input, Recruitment Search Committees are required for all academic positions as well as for senior administrative positions that require leadership responsibilities (such as Department Heads and up). Recruitment Search Committees may also be utilized for other vacancies at the discretion of a VPCAO, Dean, or Director.

The Recruitment Search Committee is one of the most important agents in the recruitment process. It is central to the mission of this committee to serve as an advocate for the discipline as a whole in order to make sure that institutional search procedures are being followed. Nevertheless, the role of the committee should not overtake the role and leadership of the Department Head in providing necessary guidance for the committee to take the appropriate steps necessary to locate and solicit application from the best possible pool of candidates for the department and discipline.

The Recruitment Search Committee should include strong believers in the University's commitments to diversity in the workplace. It should include Individuals with different perspectives, skills, and nationalities.

The composition of the committee and its charge will impact the outcomes of the search process. Issues of composition and charge should be discussed and decided early on.

Recruitment Search Committees for all academic positions will normally consist of two to four members plus a Committee Chair.

1. The Dean or Director shall select a Recruitment Search Committee Chair who is capable of providing leadership and ensuring a defensible selection process. In most cases, it is expected that the Dean or the Director will perform the role of a Recruitment Search Committee Chair;
2. The head of the Department will act as a member (or a chair if this post is available) of this committee.
3. The Dean would name the Recruitment Search Committee for each department in the College after consultation with the Head of Department and the Associate Dean for Faculty Affairs. Later on, when the College and departments reach a steady state, the Department would form its own committee, either by consensus or by vote, from among the senior faculty members in the department.
4. It is advised that one member of the Recruitment Search Committee is selected from outside the Department/School or the College.

The role of the Recruitment Search Committee is to serve in an advisory capacity to the hiring official, typically a Dean, or Director .

The Dean or Director is responsible for meeting with the Recruitment Search Committee at the beginning of the process to reiterate the importance of setting right expectations in full alignment with the mission of the academic program, to insure diversity in selection, to emphasize the advisory role of the Committee, and to stress the need for confidentiality.

At the conclusion of the candidate evaluation process, the Recruitment Search Committee Chair is responsible for presenting committee recommendations in writing to the Dean/Director. The Recruitment Search Committee recommendations are to contain an analysis of strengths and weaknesses of the identified top candidates.

The Recruitment Search Committee has the responsibility to:

1. Consider how it can convincingly represent the College's and Department's commitments to hiring and advancing scholarship of learning and teaching.
2. Develop and document objective selection criteria in alignment with the objectives of the recruitment needs for all job postings prior to the beginning of the search.
3. Address and prepare the position description and announcement of the posting. This includes fields of expertise, required and/or preferred credentials and experience, rank, type of appointment, any special duties required in the position, required application materials, and the application deadline. The position description and announcement must be approved by the Head of Department/Director and the Dean before the position is advertised.
4. Determine where and how the position shall be advertised for actively recruiting candidates prior to the beginning of the search.
5. Develop in writing the characteristics and criteria to be used in evaluating applicants for the position. These characteristics and criteria must be consistent with the job description and must be in place before applications are reviewed.

6. Develop a time-table for the screening process.
7. Screen all applications in accordance with selection criteria set forth by the committee.
8. Interview (face to face, by telephone or by Skype) the final small group of candidates who appear to be best qualified. As part of the oral interview process, the committee shall determine if the candidate's oral proficiency in the language in which courses will be taught is appropriate to the appointment.
9. Conduct reference check to validate credentials of the final candidates including verifying previous experience and securing official transcripts.
10. Recommend to the Dean/Director the selected candidates for the position advertised in order to conduct the second interview (the Dean/Director will decide on the type of interview required in this stage).
11. In case of a campus interview, organize and conduct the interview.
    a. The campus interview should include opportunity for the applicant to meet the students, faculty members, College Dean and VP&CAO (meeting with VP&CAO should be confined to candidates expected to take major role in the department or college such as candidate for administrative appointment/or those expected to lead major initiative e.g., develop new major, restructure a curriculum, lead a research team, etc.).
    b. The campus interview should include a lecture by the applicant to the students and faculty of the Program/Department and a seminar or another scholarly presentation to faculty, senior students and external relevant stakeholders.
12. Recommend to the Dean/Director which applicant should be offered the position.
13. Document the search properly for review and process.

All search committee deliberations and documentation shall remain and be considered confidential Human Resources information.

Employment Requisition: Position & Recruitment Authorization

A. Position Approval

When a position becomes vacant, the hiring official should request a copy of the current position description from the Department of Human Resources. The position description should be updated to reflect any changes that may have occurred in the position. The hiring official should review the changes with the Office of Human Resources to see if the changes require a reclassification review.

The hiring official should then initiate *A Position Approval Form* Appropriate justification for filling the vacancy and any support costs should be explained in the authorization form. The form needs the signature approval of the VPCAO**.** *A Position Approval Form* must be completed and approved before a position can be filled.

After the VPCAO has signed the *Position Approval Form*, the hiring official, and the Office of Human Resources will receive notification that the position has been approved for filling. The original *Position Approval Form* should be forwarded to Office of Human Resources for filing. *Position Authorization Form*

B. Organization Capability Plan - Identifying Recruitment Needs

The needs for additional faculty are determined within the College/Department/Program by the Dean/Director/Head of Department.

Vacancies in departments may occur as a result of a variety of factors, including:

- Reduction in faculty workload,
- Introduction of new programs and courses,
- Curriculum revisions,
- Needs for new skills,
- Departure of faculty,
- Course requirements: Additional courses required to meet student demand, to maintain reasonable class sizes, or to satisfy other college needs.
- Accreditation needs: Courses or academic areas required to satisfy accreditation.
- Academic improvements: Coverage of areas to improve or broaden academic offerings to satisfy student needs.

Once a vacancy occurs, the Department should seize the opportunity to discuss the requirements for the position, taking into consideration the strategic goals and vision for the coming few years of the Department, College, and University. Furthermore, in reviewing these requirements, the Department should consult the Departmental, College, and University set priorities and action plans. Vital questions such as how and where to advertise, the structure of the Recruitment Search Committee, the form of the interview, and the questions to be asked of candidates need to be addressed.

In order to expedite the approval process for faculty positions each year, Colleges are asked to prepare one year in advance an *Organization Capability Plan* that identifies anticipated position replacements and specific requests for additional positions to be filled for the next academic year.

The VPCAO, in consultation with each Dean, will determine which positions will be approved for recruiting then *Authorization to Begin Recruitment Forms* will be sent to Human Resources.

A detailed Recruitment Calendar will be provided by the VPCAO Office in the beginning of each academic year.

C. Authorization to Begin Recruitment

The Recruitment Unit shall contact the VPCAO/ Dean/ Director to review current employment statistics for the specific College or Department to which the position belongs.

An Advertisement *Authorization for Recruitment Form* must be completed and approved before the recruitment process can begin. The Recruitment Unit shall, in consultation with relevant

College/Department/ Program, finalize the position description, draft the position announcement and advertisements.

The advertisement for recruitment should normally include the following:

1. Title of position and academic rank sought;
2. Description of academic qualifications for the position in teaching, research, and service;
3. Description of the academic responsibilities at QU including fields of expertise, required and/or preferred credentials and experience, rank, type of appointment, any special duties required in the position, required application materials, application deadline, and search committee address and other qualifications expected of successful candidates in the areas of teaching, research, and service;
4. Draft copies of advertisements (both brief and detailed versions);
5. A list of desired channels of advertisement.

The approval of the VPCAO of the Advertising Authorization for Recruitment request sets the recruitment process in motion. *Advertising Authorization for Recruitment*

Initiating the Search Process

A. The Recruitment Search Committee's Charge

The Committee should be clear about whether its charge includes particular focus and clear mandate, and the goal of identifying outstanding candidates for the position.

Any Department's position descriptions will be very effective if the Recruitment Search Committee is particularly clear about the Department expectations.

For instance, Recruitment Search Committees should request submission of the following items:

Statement of a candidate's philosophy of teaching, administration, scholarship, or service; a sample syllabus or final examination; results of students questionnaires; a brief description of the best student project ever submitted to that candidate; suggestions about the "one book every student or a faculty in the candidate's discipline should read" or a brief faculty development plan for teaching, scholarship, and creative activity over the next five years.

B. How Active Recruitment Efforts Can Backfire

Recruitment efforts can backfire for several reasons. Here is a list of such reasons and suggestions to avoid them:

1. Not having a clear description of the Program/Department/College really needs**.**

   As academics, we have a natural tendency to focus on credentials and areas of specialization when we create position announcements, although it is the interpersonal and professional qualities that tend to matter most in our day-to-day relationships with our colleagues.

   What is really most important here?

a. Build position announcement around the precise subspecialty, type of academic credentials, and the amount of experience the faculty should possess.

b. Guide the position advertisement toward describing the sort of person the department really needs for this position. If excellence in teaching and willingness to advise or perform academic services are important matters for the department, be sure to feature them prominently in the position announcement.

c. Ask all applicants to submit a statement outlining their philosophy of teaching; make it clear that a significant part of the interview process will be evaluating the candidate's quality of instruction in different pedagogical settings; suggest that development of a substantive teaching portfolio will be an absolute requirement during the successful candidate's probationary period.

d. If developing collegiality is a goal in your department, require that candidates define and address collegiality in their letters of application; focus on collegiality in the reference calls and letters made on behalf of the candidate; include expressions like team player, strong department citizenship, and cooperative attitude in your description of the person you are seeking; where space permits , discuss why collegiality is essential to the mission of teaching , scholarship, and service of your department. In cases where service is important, note this priority in the advertisement.

If we fail to mention the most important qualifications in the position announcement, we will most likely get the wrong type of person for the post.

2. Not including the right type of information/expectations about the position**.**

The candidate should have a clear idea of precisely what it would be like to hold the position that you are advertising for. Is this primarily a teaching position, a research position, or some mixture of both?

If it is primarily a teaching position, then

- what will the course load be?
- How many courses taught by the faculty member are likely to be at the introductory level and how many are likely to be at an advanced or graduate level?
- Will there be an opportunity for the individual to develop new courses?
- And, will there be opportunities for, or expectations of, interdisciplinary work?

If the position is primarily in the area of research, then

- What are the expectations of research?
- Will startup funds be available?
- Will it be expected that the individual will need to secure external funding and, if so, will there be the support of an office of research and sponsored program?

If the position requires a mixture of instruction and scholarship, then

- In what proportions are the two activities likely to occur?
- Will there be an expectation that the person hired involves students in his or her research, or are one's duties in the areas of teaching and scholarship usually unrelated?

Your department's position descriptions will be extremely ineffective if you are not clear about your expectations in any of these areas.

3. Not requesting the type of supporting material that can really help you make the best decision.

Search committees tend to develop position announcements that request all kind of materials that don't give them any real help in selecting the best candidates, and they fail to ask for those materials that could really be important.

One sees this problem in job advertisements all the time: *"In addition to letter of application and current curriculum vitae, submit three letter of reference, official transcripts of all college work, and sample of publications."* What's wrong with such a request?

- Letter of reference

Letter of reference almost always tells you a good deal less than you are likely to learn by simply asking for a list of names, mailing addresses, telephone numbers, and email addresses of three to five references.

To begin with, anyone can locate three individuals who are willing to write reasonably positive, upbeat letters on the candidate's behalf. What you really want is the opportunity to ask follow-up questions, to describe your precise position and inquire whether the candidate is a good 'fit', and to ask the one question that you really need to know the answer of: *"do you know anything about this candidate that, if I were aware of it, might make me hesitant to extend a job offer?"*

- Official Transcript

Although requesting official transcript is mandated when proper employment contract is initiated, photocopies of the transcripts are quite important to the search committee to prepare a short list.

- Sample of Publication

Evaluating the scholarly endeavor of applicants is certainly an important step of every academic search process, but this preferably needs to be done in the short listing stage.

4. Shift of Focus.

The Dean/Director/Head of Department needs to ensure that the Recruitment Search Committee's focus is consistently directed toward those particular traits and criteria that will most effectively assist the College/Program/Department in fulfilling its central missions of instruction, research, and services. For instance, if, in the search for successful applicants, the primary responsibilities of the candidates are going to be in instruction, watch out for a disproportionate amount of attention being paid to research, offices held in scholarly associations, or other matters that are not particularly relevant to the department's instructional mission.

Accomplishing this task is not always easy, since when the search gets well under way, the Recruitment Search Committee becomes distracted by certain types of qualifications that do not advance the overall success of the search.

As an illustration, when reviewing the applicant's submitted materials, a committee may notice a particularly interesting achievement cited in the materials submitted by one candidate and then begin to screen out other candidates (sometimes consciously and sometimes unconsciously) because such candidates do not have a parallel achievement. Although such a

criterion was never stated in the search advertisement, never discussed as desirable during the department's original planning sessions for this position, and never before regarded as relevant to the strategic plan of the institution, or the department.

Similarly, a search committee may become preoccupied with a particular type of supporting document that one candidate has submitted (the document might be a statement of research philosophy, a letter of support from a nationally prominent organization, or a particularly unusual set of instructional material) and then begin to give significantly less attention to other candidates who may be equally qualified or even superior in terms of what the department really needs, because those candidates did not submit a part of the application that the search committee had never requested in the first place.

The search committee must focus on the needs of the department and should be always reminded of what they really are looking for and what the overriding responsibility must be. Deans/Directors/Heads of Department have to be on alert of the following indications which shows that the focus of the Recruitment Search Committee has shifted from its original purpose:

- In searches where the successful applicant's primary responsibilities are going to be in, for instance, instruction, watch out for a *disproportionate* amount of attention being paid to research, offices held in scholarly associations, or other matters not particularly relevant to the department's instructional mission.
- In any search, watch out for the use of set of screening criteria and weights that is significantly different from the one stated in the search announcement.

C. Defining the Position

1. Develop broad hiring goals. Get consensus on areas of specialty and other specific requirements while planning to cast the hiring net as widely as possible.
2. Develop two position descriptions differentiating between what is needed and what is desired.
3. Make sure that the position description does not needlessly limit the pool of applicants. Some position definitions may exclude good-quality candidates by focusing too narrowly on subfields in which few-faculty specialize.
4. Consider, among selection criteria, the ability of the candidate to add intellectual diversity to the department, and demonstrated ability to work with diverse students and colleagues.
5. Establish selection criteria and procedures for screening, interviewing candidates, and keeping records before advertising the position and before materials from applicants start to arrive.
6. Make sure that the hiring criteria are directly related to the requirements of the position, are clearly understood, and are accepted by all members of the committee.
7. Get committee consensus on how different qualifications will be weighted. Plan to create multiple short lists based on different criteria - More information are provided below.

Internal & External Advertising of Vacancies

All vacant positions must be advertised publicly in either the local, regional, or international media, or in professional journals or publications and the University's web site. The more thought and care taken early in the recruitment process, the more likely the search is to be successful.

Recruitment procedures begin when the Recruitment Unit receives approved *Position Approval Form* and *Authorization to Begin Recruitment Form* from the College or Department.

A. Advertising the Position

Proactive language can be included in job descriptions to indicate a Department's commitment to fill the open position with the best candidate. Efforts should be exerted to make the position more attractive to a bigger pool of candidates. Examples include:

- "The college is especially interested in qualified candidates who can contribute, through their research, teaching, and/or services, to the diversity and excellence of the academic community."
- Determine what will be used to market the job announcement (professional networks, web sites, and/or publications)
- Develop information packets to be sent to all shortlisted candidates. Include, in these packets, brochures of the University and the community.
- Take an active role in seeking potential candidates.

B. Scope of Recruitment

The Head of Department will consult with the Chair of the Recruitment Search Committee to determine what recruitment efforts will be necessary to attract applicants from multiple sources to broaden the Referral Pool. Special emphasis should be given on attracting Qatari Nationals and for establishing greater diversity.

All applicants *must* complete an e-recruitment online application form, in addition to attaching their Curriculum Vita and other required documentations.

All advertisements will be placed on the University Recruitment Website. In addition, the positions may be advertised externally, both regionally and internationally, in print and/or electronic media (e.g. *Chronicle of Higher Education*, *Times Higher Educational Supplement,* specialized journals, newspapers and on specialized websites). Advertisements must run for the right length of time in order to bear fruits; this normally translates into 2 months in monthly publications, one issue in quarterlies, 3 weeks in weekly publications, and three days in daily newspapers. However, this period could be shortened in cases where there is urgency, or it could be extended if the pool of applicants is not deemed suitable.

Furthermore, it is advisable for departments, represented by the Head, to contact well-known graduate programs in the US, UK, and Canada to advertise the positions to their graduating students. It is also useful to try to reach candidates through personal contacts. But no matter what method is used to obtain applications for positions, all these applications will go into the same pool and will be studied together. No preferential treatment will be given to any group of applicants. All will be studied using the same criteria.

C. External Advertising and Expanding the Pool of Candidates

In order to communicate the availability of a position to a broad range of qualified candidates, faculty positions should be advertised in appropriate professional journals, newspapers, and other media.

Given the costs of advertising and budgetary constraints, advertising should be carefully selected in order to provide for maximum exposure.

For some Colleges and Departments, expanding recruitment sources to reach a wider group of qualified candidates may result in a larger *referral pool* of qualified candidates to consider. And this will assist in the selection of better-qualified candidates.

Recruitment Unit shall coordinate the advertising of specific vacancies in appropriate publications, following consultation with the Chair of the Recruitment Search Committee.

D. Advertising Content

The Advertisement should:

1. Give a brief and clear job description and highlights roles, responsibilities, working environment and benefits.
2. Be broadly enough defined to elicit a wide response from qualified applicants.
3. Specify a deadline date for receipt of application, and should state that incomplete applications will not be processed.
4. Include information about the University, the College, the Department and its programs.
5. Clearly state the documents needed to be submitted by the candidates – such as curriculum vitae, number and contact information of referees (usually three or more), transcripts verifying academic credentials, etc.

Every Academic Department, will submit its approved ad content based upon the directions and criteria established by the College Dean, and in view of guidelines established by the Human Resources Department for advertising vacant positions and as agreed and approved by the VPCAO and Chief Academic Officer.

The Human Resources Department will approve only the style of all media advertisement without any intervention in the content. Every department will be in charge of placing its ads in the e-recruitment system, which once finalized, will be activated from The Human Resources Department.

The University reserves the right to invite candidates to apply for a position without advertising. This may occur, with approval from the related Dean and/or VPCAO, where candidates are to be sourced through a search conducted by a Recruitment Search Committee.

Because of the lead time for publication in many journals and the length of time required to complete the search process, advertising needs to be initiated well in advance of the time a position needs to be filled.

The closing date of competition for the position should be at least a one-month interval after the date of publication of the advertisement.

The vacant position should be advertised in at least two internationally circulated professional or academic publications prior to the evaluation of candidates. Advertising on the Internet, by electronic mail or other means is also encouraged.

E. Internal Posting Requirements

All internal and external advertisements shall be coordinated through the Human Resources Recruitment Unit. The College/ Program/ Department is responsible for all associated advertising and recruitment costs.

The Recruitment Unit shall prepare the position posting and confirm the wording of the posting with the Chair of the Recruitment Search Committee prior to distribution. The notices of job vacancies shall be posted on the University Recruitment Website.

Employment qualifications listed on position requests and job postings must be work-related and must be included under the position description under which the position is classified.

F. Posting Timeline

All faculty and staff positions shall be advertised until positions are filled. Any position posted for a further period of time should be regularly updated.

No hiring decision should be made prior to the expiration of the posting period.

After a minimum of seven days from the initial posting date, the Recruitment Search Committee may begin developing a *Referral Pool* of applications through the *Online Recruitment System*.

G. Posting Expectations

There are no mandatory posting procedures for positions to be filled by students, student interns, fellows, teaching assistants or students employed in academically related research.

H. Personal Approach

Chairs of Recruitment Search Committees are encouraged to use personal approaches in recruiting candidates since outstanding potential candidates often do not apply for advertised positions and must be personally contacted.

Chairs of Recruitment Search Committees should consider contacting, particularly for faculty positions, the following parties in order to ask them to advertize the position, to recommend possible candidates, or to apply:

1. Professional and advocacy associations;
2. Deans and Department Heads at other universities and colleges;
3. Scholars in the discipline at other universities;
4. Past applicants and graduate students;
5. Successful part-time or visiting faculty members
6. Government departments and agencies and business and industrial entities.

As an on-going process, responsibility for recruiting does also rest on all faculty members of any given College, Program or Department. Faculty who will be attending professional conferences or visiting other universities should be encouraged by their Deans to combine their trips with recruitment efforts for present and future positions.

Online Application System

A. Completing a Qatar University Online Application Form

All applicants for employment with Qatar University *must* complete an e-recruitment online application form, in addition to attaching their Curriculum Vita and other required documentations. The application should be completed by the applicant before an interview is conducted. But in all means, the application and all other required documents should be available in the appropriate format prior to an offer of employment is extended.

Recruitment Unit and/or Chairs of Recruitment Search Committees should direct interested job seekers (including all University faculty or staff member) to complete the online application http://recruit.qu.edu.qa/pls/recruitment/recruiter.rec in order for their applications to be recognized.

Unsolicited resumes should not be accepted by individual Colleges or Departments. Such applicants can be directed to apply on line in order to be recognized.

Qatar University relies upon the accuracy of information contained in the employment application as well as the accuracy of other data provided by the applicant throughout the hiring process. Any misrepresentation, falsification or material omission in any of this information may result in the exclusion of the individual from further consideration or, if the person is already hired, the termination of employment.

B. Application Data Flow

The Recruitment Search Committee will only access applications through the recruitment web site for screening and/or scheduling interviews. Applicants' data and documentation are kept on the University Recruitment Database.

C. University Faculty/Staff Referrals

Qatar University encourages faculty and staff to refer qualified persons to apply online for vacant positions. Employment decisions will be made based on the individual's qualifications and the University's current vacancies.

The Referral Pool

A. Assembling, Screening and Referring Applicants for Interviews

Only complete on-line applications with Curriculum Vita and other required documentations should be screened/reviewed by the Recruitment Search Committees.

All applications for a particular vacancy should be retained until the deadline of submitting applications is over. Initial screening will then be performed on the applications in order to determine if applicants meet or exceed the minimum requirements of the position as stated in the job posting and will move these applications to the appropriate folders (Nominee 1, 2, 3, or 4) for further screening.

Disqualified applications should be moved to the "Disqualified Batch" folder and the committee should send "an electronic" rejection letter through the on-line system to such applicants.

B. Extending the Submission Deadline and Re-Posting the Position

The submission deadline for a position should be at least a one-month interval after the date of the publication of the advertisement. If the Recruitment Search Committees is not satisfied with the Referral Pool it may extend the submission deadline (and the advertisement of the position(s)) to allow the inclusion of exceptionally excellent applications and such an extension should be requested from the Recruitment Unit in the Human Resources Department.

C. Vacancy Pools

When availability of a position is expected to be recurrent, a College or Department may establish a vacancy pool to maintain groups of applications on file for positions with multiple incumbents after consultation with the Recruitment Unit. The vacancy pool, which may be internal or external, has an unlimited recruitment period that enables the college or Department to accept applications at any time.

D. Use of a Previous Referral Pools

The Chair of a search committee may request to use a previous Referral Pool to fill the same or a similar position, with respect to qualifications, under the following conditions: 1) if the request is made within a period of ninety (90) days from the date of vacancy publication on the University's web site, and 2) if the vacancy has similar job qualifications.

Recruiting Activity Before the Search

It is likely to be extremely useful for the Recruitment Search Committee, to study analysis of previous recruitment efforts and data available on the e-recruitment system. The department is more likely to be able to achieve a better outcome than previous outcomes if it has some understanding of the factors that may have played a role in limiting previous successes in recruiting good candidates.

1. Reviewing the Applicants' Pool

- Take steps to identify the applicant 'pools' of qualified candidates for the field as a whole and for the subfields in which you are considering hiring. Subfield pools are sometimes quite different from overall pools.
- Identify any international institutions that are especially successful in producing doctorates and/or post doctorates in your field or the desired subfields. Be sure to actively recruit from those sources.

2. Reviewing Past Departmental Searches
   - Find out how many applicants have applied for past positions in your department, as a percentage of the total applicant's pool.
   - Find out how many applicants have been brought to campus for interviews in your field in the previous searches.
   - Consider asking new recruits how they were successfully recruited.
   - Find out what has happened to shortlisted applicants who were not hired in previous searches. Where are they now? And, are they still interested in joining QU?

Recruiting Activities During the Search

A. Broadening the Pool

- View your committee's task as including a process of generating a pool rather than merely tapping it. This may be accomplished by mandating committee members while attending conferences/ symposia/presentations/meetings, both regionally and internationally, to develop a list of potential future candidates. Candidates identified in this way may be in any field, not necessarily the one targeted for a particular search. In fact, the department may consider creating a committee to generate a list of candidates, who can then be considered for targeted recruitment outside of subfield-defined searches. Cultivating future candidates is an important activity for the search committee to undertake and may require that the search have a longer time horizon.
- Be careful to place a suitable value on non-traditional career paths. Take into account time spent pursuing professional career in a non-academia setting, getting particular kinds of training, having unusual undergraduate degrees, or having different job experiences. Also, in the case of women candidates, consider the off-time taken to raise their children.
- Rank candidates separately on several different criteria, rather than using a single aggregate ranking list.
- Consider re-opening or intensifying the search if the pool of applicants does not include outstanding candidates who will be seriously considered by the search committee.

B. Use Active Recruiting Practices

- Advertise the position for at least 30 thirty days before the application deadline.
- Use electronic job-posting services targeted at diverse groups and diverse institutions.

- Make personal contacts with candidates at professional conferences and invite them to apply.
- Contact colleagues at other institutions to seek nominations of students nearing graduation or others interested in moving and seeking new horizon.
- Place announcements in newspapers, journals, and publications aimed specifically at wide range of candidates.
- Contact relevant professional organizations for rosters listing candidates receiving PhDs in the field.

C. Use Active Recruiting Resources

Be aware that most fields have resources (list serves, email groups, etc.) that can help you identify or reach qualified candidates. Either seek these out on your own, or request assistance from recruiting staff in identifying them. The following are just few examples:

- The National Science Foundation Survey of Earned Doctorates: This is an annual survey that does not list individual doctorate recipients, but a good resource for determining how big the pool of new women and minority scholars will be in various fields.

  http://www.nsf.gov/sbe.srs/ssed/start.htm
- Society of Women Engineers: This society maintains an online career fair.

  http://www.swe.org
- Association for Women in Science: This society maintains a job listings page.

  http://www.awis.org

Attached is a list of professional organizations for various disciplines This list is, by no means, an exhaustive list of professional organization and does not cover all disciplines currently taught at QU. It is meant to as an example that Departments/Programs may generate to used as a recruiting tool. Departments/Programs are advised to look at relevant websites and to take the responsibility of updating/adding to their list of professional societies. *Guide to Professional Organizations*

Evaluating and Selecting the Best Qualified Candidates

A. Faculty Standards

The following is a list of criteria that should be used in verifying the caliber of a faculty candidate:

1. Teaching

Commitments to learning, to fostering the intellectual development of students, and to improving educational programs mark a dedicated teacher. Candidates should:

- Be well-trained, knowledgeable, skillful, and enthusiastic presenters of knowledge;
- Have a proof of innovative teaching and other teaching-related activities;
- Possess documentation of developed teaching methods and of assisting, advising, and counseling students in academic matters.

2. Scholarship and Professional Development

Scholarship is expected of every faculty member. Besides a mastery of the fundamentals of a discipline, the candidate should possess a thorough familiarity with various areas, problems, and continuing investigations in his/her discipline. The candidate should stay abreast of the relevant literature and has the ability and insight to organize, synthesize, and evaluate effectively the work of others. Candidates should:

- Demonstrate ability to relate subject matter to broader fields;
- Possess insight into future needs of Qatari society and directions of discipline;
- Have texts, publications, and other materials published or developed for teaching;
- Be held in esteem by peers.

3. Expertise in Subject Matters

A faculty member should provide clear evidence of research promise verified by demonstrated ability to perform, complete and publish major bodies of work that are relevant to the specific area of his/her specialization. Candidates should demonstrate:

- Evidence of originality and innovation;
- Usefulness of research to the discipline;
- Usefulness of research to Qatari industry or to the public sector.

4. Service to Scholarly Organizations

The University shall also recognize and encourage faculty to serve in professional and scholarly organizations. Candidates should demonstrate:

- Leadership in professional and learned societies;
- Evaluations of manuscripts and research proposals;
- Editorial board work;
- Other professionally related activities with or without compensation.

5. Communication Skills

A faculty member should demonstrate excellence in communication and writing skills as determined, in part, by the Departmental colloquium during the interview process and by careful evaluation of published work by the search committee. Candidates should demonstrate:

- Ability to speak, teach and write in English;
- High level Information Technology skills.

B. Ensuring a Professional and Timely Selection Process is Conducted

Chairs of Recruitment Search Committees are responsible for ensuring a time-efficient approach is employed to minimize applicants being chosen by other organizations or lost interest of employment opportunity at Qatar University. The Committee should conclude screening, evaluating, interviewing and selecting the best qualified candidate within one (1) month of receiving the Referral Pool.

- Recruitment Search Committees will screen all applications and will select to interview those candidates who are best-qualified for the advertized positions. A "best-qualified candidate" is defined as an applicant who, in addition to meeting all of the minimum qualifications advertised in the position, also demonstrates knowledge, skills and abilities related to the position requirements that are determined to be sufficiently strong to make a significant contribution to the University/College/Department/Program.
- Applicants should be evaluated based on the agreed upon criteria in a consistent manner. This includes the consideration of "internal" candidates. The credentials of the short-listed candidates should be verified and references reviewed before interviews are arranged.
- Special emphasis should be given to encourage young Qatari Nationals who have the right potentials and caliber to fill various open Teaching Assistant positions throughout the University.

C. Establishing a Recruitment Plan

The recruitment plan of the Recruitment Search Committee should involve establishing firm deadlines for receiving applications, for methods of reviewing files of candidates, for setting dates for sending the files of short-listed candidates to the Dean, for setting interview format and dates (on campus, via video conference, or abroad), and for charging one committee member with the responsibility of contacting candidates for each position and following up with them.

It is important to note that efficient management of this part of the process will reflect positively on the College and the University in the eyes of candidates who would feel that, by joining QU, they will be joining a professional group of scholars.

D. Accessing Applications

The Dean, College Recruitment Committee, and Head of department are given access to all applications that are received by HR in response to advertisement; the departmental Recruitment Search Committee will be given "Read Only" access.

E. Reviewing Applications

After the deadline set for receiving applications, the department starts the process of reviewing these applications. Members of the departmental Recruitment Search Committees will meet with the Head of Department to discuss the applications after having carefully studied the dossiers of the candidates. It is advisable that those involved in recruitment make notes about each file in preparation for the discussion. The criteria for determining the suitability of a candidate for the position should be applied consistently to all. The decision/recommendation of the Department to place candidates on a shortlist for interview should be based upon comparison among candidates in order to be able to rank those candidates.

F. Short listing of Candidates

In beginning to evaluate applicants and candidates, awareness of the kinds of evaluation biases that psychological research has identified in different genders' judgments of job candidates is needed.

- The most important general point about the process of creating the short list is to build in several checkpoints. Such checkpoints might be the number of applicants graduated from a certain country, or the number of applicants with considerable years of experience.
- Get consensus on the multiple criteria that will be used to choose candidates for interviews. Notice that different criteria may produce different top candidates. Be sure to consider all criteria that are pertinent to the department's goals (e.g., experience, integrating technology into teaching, etc.). In addition, discuss the relative weighting of the different criteria and the likelihood that no or few candidates will rate high on all of them.
- Develop a "medium" list from which to generate a short list.
- Consider creating separate short lists ranking people on different criteria, such as teaching, research potentials, and mentoring capacity. Develop a final shortlist by taking the top candidates across different criteria. Evaluate this step before finalizing the list; consider whether evaluation bias may still be affecting choices.

Making a shortlist is a process of narrowing down the choice to the most promising candidates, usually three to four applicants. Whenever possible, the names of candidates on the shortlist should be organized by rank order. Short listing should take place shortly after the deadline for receipt of applications. The shortlist is then sent to the Dean who, with the help of the department Recruitment Search Committee, would make arrangements for interviews the various candidates. It is important that confidentiality be maintained by all those involved in the recruitment process until the time the final selection is made.

G. Conflict of Interests

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 policy, 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.

H. Informing Applicants

Since the University seeks to treat all candidates equitably and with respect and courtesy, it is imperative to immediately notify (through the e-recruitment system) job applicants who are eliminated from consideration that they are no longer being considered for the vacancy and to maintain the best public relations possible. Also, to inform unsuccessful candidates as soon as possible once a short-list of best candidates has been decided.

I. Reference Checking on Performance and Verification of Educational Credentials

It is the policy of Qatar University to check the employment references and verify the education and academic credentials of all prospective faculty and staff members to ensure that individuals who will be employed by Qatar University are well qualified and have a strong potential to be productive and successful.

Reference checking is an inquiry about job performance, usually from people identified by a candidate. The Chair of the Recruitment Search Committee assumes responsibility for reference checking. For faculty positions the Chair of the Recruitment Search Committee should personally conduct the reference checking. *Sample Request for Reference Letter*

Reference checks should be performed before candidates are invited to the University. As a professional courtesy, permission from a candidate should be secured before contacting references. A consistent set of questions is essential for phone/ e-mail references, and in some cases letters of reference are required.

Recruitment Unit will be responsible (after offers accepted) to collect official transcripts and any other related documents from candidates to verify educational and academic credentials. However, candidate should be asked by the Recruitment Search Committee to provide copies of all academic degrees, letters of academic ranks, appointments, employment certificates from earlier employers and any other documents that may be required to make a recruitment decision.

J. Sending Information to Candidates

When a Recruitment Search Committee selects an applicant for an interview, it is recommended that an informational packet is provided to the candidate. This packet should include information about Qatar University, the College, the Department and Qatar as a nation. Also, it should include information about Qatar University employee's benefits and other information that may be important in assisting the applicant to make a career decision.

K. Interviewing Selected Candidates

The interviews of the candidates would normally be conducted by the Head of Department, members of the search committee, and a representative from the Dean's Office. These interviews are the most basic method of selection that could be supplemented, but not replaced, by other methods. The interviews could take the form of face-to-face interviews, video conferencing, or phone interviews. For the sake of

obtaining specific information and for uniformity purposes, interviewing should not be conducted through asking unstructured questions; it is much better to have structured interviews with basic questions that could be elaborated on if the need for elaboration arises during the interview. Management experts suggest creating a professional, and preferably relaxed, interview environment in order to create a comfort zone for the interviewee to allow him/her to show their best. Substantive, job-related questions could be interspersed with casual, personal remarks in order to reduce initial or mid-interview tension. Interviewing Tips and Techniques Guide is provided here in order to help interviewers with their work.

Recruitment Search Committees should prepare in advance for the interview by:

- Developing a list of core questions which will be asked of all candidates interviewed;
- Reviewing the requirements for the position and compare them with the resumes of candidates;
- Noting areas in the person's job history where clarification or amplification is needed.

Right after the interview is completed, each interviewer should fill a form in which he/she record his/her impressions of weaknesses, strengths, potentials and points that need to be further explored and investigated. *Faculty Interview Form*

General Remarks

- For an internal candidate, the search committee should take special care to ensure the application is confidential, and that contact with the employee's current unit is not made until the employee is considered as a finalist and references are checked.
- Determine whether it is necessary to conduct telephone interviews for a short list of semi-finalists (3-5). If so, develop a consistent set of questions to be asked of each candidate and determine how the answers will be rated.

L. On Campus Interviews

The search committee should clarify what specifically it is attempting to accomplish by the end of the interview process.

- The on-campus interview should be used wisely, and never be seen as opportunities "just to take a closer look at a candidate".
- The on–campus interview should focus on those activities that can only be done, or at least best be done, on site and in person.
- As the candidate observes the facilities and opportunities for research, scholarship, or creative activity, determine whether if there is:
  - A good fit between what the institution can offer and what the individual brings in terms of experience, interest, and talent;
  - A reasonable amount of rapport between the candidate and coworkers;
  - An understanding and support of the mission of the institution and department.

The role of the Head of Department is to guide the committee to plan a balanced agenda of events so that candidates have, in addition to the interview meetings, the time to explore campus on their own; to

take a walk, to tour the library, to chat with some students, or to make use of a room to go over his/her presentation

Here are few suggestions to guide you in planning the on-campus interview:

- If the teaching is the most important aspect of this position, schedule sessions where you get to observe the candidate's teaching of the sort of students who actually enroll at your institution and to interact with them in a setting similar to those of day-to-day activities on you campus. Do not expose the candidate only to honor students on your best majors'. Find out how well the candidate relates to the full variety of students in your program.
- If research is the primary focus of the position, have the candidate present recent research findings, critique your current facilities and library holdings , and discuss with you an anticipated research agenda for the foreseeable future.
- Courtesy visits to meet the president and other campus officials should be either relatively brief or even omitted unless the person whom the candidate visit will be playing an active role in selecting the candidate. *Sample of On-Campus Visit Schedule*

Assistance from Human Resources

Recruitment Unit may also participate in an interview, if asked, and serve in an advisory capacity to a search committee.

If a candidate would like to meet with a representative of the Department of Human Resources to discuss specific benefit of employment concerns, Human Resource Department may arrange such meeting.

Recruitment Budget Expenses

Expenses incurred in the recruitment process are to be charged to the appropriate College or Department budget. Such expense includes the candidate's visit to QU, meals, beverage and telephone calls.

- ### Travel

  The Chair of the Recruitment Search Committee is responsible for overseeing a candidate's visit to the University. Candidates are expected to use an economical means of travel to the University for an interview. Travel by common carrier will be reimbursed at the "economy" or other-than-first-class, round-trip fare. If the candidate desires to stay for a longer period of time, or travel on business class for justifiable reasons, the VPCAO must, in advance, approve any additional cost to the University.

- ### Meals, Beverages and Telephone Calls

  It is the responsibility of the Recruitment Search Committee to ensure that a candidate's visit is in accordance with University policies and practices. The scheduling of interviewers for meals with the candidate must be approved in advance by the VPCAO. The selection of those who accompany candidates to meals should be based on their participation in the Recruitment Search Committee.

M. Making the Final Selection Recommendation

The final selection recommendation will be made from among the best-qualified candidates. When the last candidate has been interviewed, the Recruitment Search Committee should meet as soon as possible to evaluate the candidates and make a decision on the appointment. The decision to make an offer to a certain individual should normally be on the basis of consensus reached among all those involved in the process of recruitment. It is the responsibility of the Head of the Department to send the recommendation to the Dean indicating the name of the selected candidate and the reasons the candidate is chosen over other candidates in the shortlist. The Head of the Department should also send the Dean a list of all other candidates and a brief description of the reasons for their not being selected (e.g. no Ph.D.; does not hold the required specialization; weak publication record; communication problems, etc.).

The Dean brings the Department recommendations to the College Recruitment Committee for discussion. If there is an agreement with the recommendations, it will be approved by the Dean and passed on to the VPCAO for consideration. If there is a disagreement, the Head of the Department and the Recruitment Search Committee of the Department will be asked to come to a meeting with the Dean and the College Recruitment Committee to discuss the recommendations and arrive at a solution.

N. Making the Offer

A strategic and professional approach to appointments helps the University to appoint and retain academic staff with the necessary skills, attributes and qualifications to fulfill its strategic aims. The University, therefore, seeks to ensure that candidates must hold advanced degrees from accredited universities, demonstrate excellence in teaching, able to engage in scholarly activities, and meet other conditions as deemed necessary by the University. The University is also responsible for ensuring that the employment offers are conducted in a systematic, efficient, and effective manner.

- The VPCAO appoints new faculty upon advisement and consultation with Deans/Directors.
- Faculty is usually appointed to the academic calendar year, irrespective of the date of assuming duty.

Appointment Procedures:

1. The Chair of the Recruitment Search Committee shall be responsible for making sure that all files and necessary documentations have been processed and returned to Dean and VPCAO within maximum 5 days of the final decision of the Recruitment Search Committee.
2. As soon as the VPCAO confirms the appointment of the selected candidate, the Dean and VPCAO shall work collaboratively to compose the offer letter. Heads of Department are not authorized to make any offers of appointment, orally or in writing. The Dean prepares a letter of nomination, with suggested salary, and sends it to the VPCAO for approval. After the VPCAO approves the recommendation of the Dean, an offer is sent to the selected candidate through the VPCAO office. If the offer is accepted, the candidate responds back electronically to the VPCAO and other pertinent parties indicating clearly the acceptance of the offer.
3. Once acceptance letter is received, Recruitment Office will initiate immigration procedures and other arrangements necessary to recruit candidates to Qatar and then implement an orientation program for the newcomers. No applicant should consider himself/herself to be employed at

Qatar University until a signed copy of the contract has been received, an on-site (in Qatar) medical checkup has been satisfactorily completed, and a visa plus a work permit have been obtained.

General Remarks:

- All reference checks must be checked and completed on the final candidate(s) before an offer of employment can be provided.
- In no case should any member of a Recruitment Search Committee, including the Chair, engage into a formal or informal contract of employment with a prospective employee by making promises, oral or written, which would negate Qatar University's employment-at-will status.
- Only College Deans, or their designees, are authorized to negotiate with candidates and make offers of employment to them contingent on the approval of the VPCAO and confirmation of the President. All salary offers must be reviewed and approved by the VPCAO.
- As soon as the selected candidate has accepted the position, the Recruitment Search Committee has to notify all other candidates by email that the position has been filled by someone else. There is no need to inform the candidates of the reasons they were not selected. The best approach is to inform them that the person selected was the most suitable for the position. It is advisable, however, to let the candidates who made it to the shortlist know that you considered them as strong candidates and to ask them if they would like you to keep their files active in case another position opens.
- Lists of the positions filled and the names of the successful applicants with a short bio must be posted on the New Faculty website.

O. Efforts to Retain New Faculty

Qatar University invests considerable time and resources in the recruitment and selection process.

Just as it is difficult to recruit and select new faculty, it may also be difficult to retain new hires. Universities worldwide are increasingly finding that it is a "seller's market". It is not uncommon for new faculty to leave after one year because they can find more "attractive" employment elsewhere.

The effort expended in attracting and selecting the best-qualified faculty and staff should be matched by equal efforts to retain them.

Support in" fitting in" to a new workplace, and often a new social environment, are especially important for individuals in their first appointment to the Gulf Region.

Once a candidate is appointed in the Department, it is advisable for the Head of Department to contact the new faculty member in order to agree on the courses he/she would teach and their scheduled time, to ask about the suggest names of textbooks and other instructional materials for his/her courses, and get the necessary information from the candidate for starting an e-mail account. The Head of Department should also put the new faculty in touch with his/her departmental "mentor" whose job is to ease the entry of the new faculty member into the department and the University.

It is also critical to make a special effort to integrate and welcome all new faculty and to send a clear message that the College/Department wants them to stay and work as colleagues. Specific efforts should be made to introduce and orient the new faculty to the College/Department. For those who

might "look" or “act” different than others, it is important that extra attention be put into extending a warm welcome.

New faculty should be encouraged to ask questions of their colleagues and, from as early on as possible, begin to understand the culture, official policies and procedures, and the "unwritten rules" that prevail.

Special attention should also be given to ensure that new faculty are not "left out" of meetings, social events, and so on.

P. Contracts Policy

Academic Employment contracts are essential to realizing a systematic process of employment with a focus on clear and complete information documented and understood by both the University and the employee.

1. All faculty member of QU are given a contract that is signed by both parties.
2. University of Qatar may offer one of the three contract types: regular, rolling or special contracts according to the conditions stated in the Academic Bylaws.
3. VPCAO or his/her designee is authorized to sign contracts on behalf of the University.
4. Faculty may be offered a rolling contract provided they have served at least one full term under a regular contract.

Contracts Procedures

1. Recruitment Unit will prepare the type of contract required for each candidate for his/her review and signature.
2. New faculty may sign the contract as soon as he/she arrives. However, this is conditioned by the validity of candidate’s medical examination and issuing residence visa.
3. Every faculty will retain one copy of his/her contract once signed.

Q. Monitoring/Evaluating the Recruitment & Selection Process

1. Periodic Reviews

The Recruitment Unit will periodically review recruitment and selection data across the University to ensure that activities are in compliance with recruitment and selection policies and procedures.

The Recruitment Unit staff will complete an annual summary of selection activities for the President. This report will include analysis of the impact on hiring Qatari Nationals, the percentage of nationalities hired in each College or Department and other relevant factors.

The Recruitment Unit staff will also comply with any other requirements of the State of Qatar for updating the plan and reporting.

2. Records

The Department Head shall return all applications, resumes, forms and screening/selection worksheets to the Recruitment Unit, where they shall be retained for a period of two years, as required by law.

3. Falsification of Academic Credentials

It is the University's policy to verify the academic credentials claimed by a prospective faculty and staff members. Should the verification not bear out the claim, any offer of employment to the individual will be withdrawn, or, when necessary, the individual's appointment at the institution will be terminated.

An applicant who provides misleading, erroneous, or deceptive information on a profile, resume, or in an interview will be immediately eliminated from further consideration for employment.

Background check will not be conducted for an employee transferring to the same job (same duties, responsibilities) in the same unit.