

### Overview

Selection must be based on merit in relation to the selection criteria. Merit appointments are made in accordance with the relevant University policies (e.g. Equal Employment Opportunity, Affirmative Action Policy), and on the basis of an assessment of the suitability of applicants, taking into account: the nature of the duties/tasks to be performed by the person who is appointed; and the abilities, qualifications, experience, personal qualities and potential for the development of applicants that are relevant to the performance of the functions of the positions.

Selection criteria must not be varied by the selection committee.

### Procedures

#### Confidentiality

- 8.13.01** Members of a selection committee are bound by a confidentiality requirement. The deliberations of the selection committee and the views of its individual members are not to be disclosed to any person outside the selection process and must remain confidential. This principle applies to applications, referee names and reports, short-listing, interviews, discussions and deliberations. This applies equally during and after the selection process is completed.
- 8.13.02** Only one nominated member of the selection committee will provide feedback to applicants. The information provided must accord with the Selection Committee report.
- 8.13.03** A breach of University policy by an employee may lead to disciplinary action being taken against that employee. Disciplinary action may lead to termination of employment.

#### Administrative Processes

- 8.13.04** The Office of the Secretariat is responsible for the administrative processes associated with Decanal appointments. All correspondence to be forwarded to applicants and potential applicants must be co-ordinated through the Office of the Secretariat.

#### Selection Committee Membership

- 8.13.05** Membership of a selection committee will normally comprise the following:
- The Vice-Chancellor or nominee (Chair);
  - Pro Vice-Chancellor (Academic) or Pro Vice-Chancellor (Research and International) or Executive Director (Business and Administration) as determined by the Vice-Chancellor;

Chair or Deputy Chair of the Academic Board;

One current or former Head of School elected by all the staff of the Faculty;

A lay member of Council; and

Up to two (2) appropriate persons may be co-opted from outside the University at the discretion of the Vice-Chancellor

- 8.13.06** The Committee will have a gender mix and be limited to up to seven (7) members.
- 8.13.07** The membership of the Committee will be determined by Council on the recommendation of the Vice-Chancellor.
- 8.13.08** A quorum will be five people.
- 8.13.09** The Vice-Chancellor may replace a member of the Committee (approved by the Council) who, due to illness, resignation or other exceptional circumstance, is no longer able to serve. The Vice-Chancellor will consult with the Chair of the Academic Board on such a replacement appointment and will inform the Council of the change.

### **Search and Screen Sub-Committee**

- 8.13.10** The Vice-Chancellor may select an executive search firm to act as the Search and Screen Sub-Committee or may establish an internal Search and Screen Sub-Committee. The members of an internal Search and Screen Sub-Committee will be:

The Vice-Chancellor or nominee (Chair);

Pro Vice-Chancellor (Academic) or Pro Vice-Chancellor (Research and International) or Executive Director (Business and Administration);

Chair of the Academic Board; and

The elected member of academic staff from the Faculty.

### **Committee Responsibilities**

- 8.13.11** The **Search and Screen Sub-Committee** will be responsible for:
- reviewing applications and nominations received;
  - canvassing for potential candidates who may not have applied or have been nominated;
  - identifying those candidates for whom referees' reports should be sought; and
  - identifying a short list for interview (usually with a preferred candidate) for report to the Selection Committee

- 8.13.12** The Search and Screen Sub-Committee will identify those candidates who have a strong prima facie match with the announced criteria. Such criteria will normally include professional excellence in research and scholarship, teaching, and service (to their campus - if they hold an appointment in a post-secondary institution - to their discipline and/or profession, and to the community), and leadership, management and administrative qualities (eg. budget management, strategic planning, quality assurance, etc.).
- 8.13.13** The **Selection Committee's** primary responsibilities are to interview some or all of the candidates recommended by the Search and Screen Sub-Committee and to recommend a candidate to the Council for appointment.
- 8.13.14** Either the Search and Screen Sub-Committee or the Selection Committee may seek any written comments it wishes on a candidate.
- 8.13.15** All written comments on candidates will be treated in confidence and will be available only to the members of the Selection Committee and appropriate administrative staff of the University

#### **Advertisement**

- 8.13.16** All Decanal positions will be advertised concurrently both externally and internally. The University reserves the right not to make an appointment. The University also reserves the right to invite expressions of interest from appropriate persons.
- 8.13.17** The draft advertisement, position description and further particulars will be prepared by the Vice-Chancellor having consulted with the heads of school from the faculty. The Vice-Chancellor will approve matters relating to the placement of the advertisement.
- 8.13.18** The advertisement will specify that the successful candidate for the position of Dean will have overall administrative, leadership and management responsibilities for the faculty

#### **Communication with the Faculty**

- 8.13.19** Before deciding on a candidate or candidates to recommend to the Council the Selection Committee will consider the views of the faculty on the candidates being interviewed.
- 8.13.20** A candidate for interview will be asked to meet with Heads of School and the appropriate general staff of the Faculty. Candidates will be invited to give a presentation or presentations, which all staff of the relevant Faculty may attend.
- 8.13.21** The Heads of School and general staff may subsequently convey their views individually to the Selection Committee through written

expressions addressed directly to the Vice-Chancellor as Chair of the Committee or through the committee members from the Faculty. In either case, confidentiality will be scrupulously observed. The Selection Committee will take this advice into account along with the other information available to it

### **Interviews**

- 8.13.22** No appointment will be recommended to the Council unless the person has been interviewed by the Selection Committee.
- 8.13.23** The Selection Committee, taking into account all the information available to it, will identify the person to be recommended by the Vice-Chancellor to the Council for appointment. The Committee may at its discretion advise the Vice-Chancellor of another person (or persons, in order of preference) of whom the Council should be advised in the event that the person of first choice declines the invitation to accept appointment.
- 8.13.24** The Vice-Chancellor as Chair of the Selection Committee may advise verbally and in confidence the person of first choice that her/his name will be put before the Council for approval. The Vice-Chancellor may also advise verbally and in confidence the person or persons not of first choice that at this time a recommendation is not being made in their favour. Other than this action, the outcome of the Committee's deliberations will remain confidential until after the Council has resolved that an appointment is to be offered to a particular person.

### **Title**

- 8.13.25** A person appointed as Dean, who is not already a Professor, will have the title "Professor" during the term of appointment.

### **Term of Appointment**

- 8.13.26** Decanal appointments will be offered for a term, usually of five years. Reappointment of an incumbent Dean is subject to "Reappointment of Incumbent Dean" below.

### **Reappointment of Incumbent Dean**

- 8.13.27** An incumbent Dean will be provided with any updated/modified position description prior to indicating to the Vice-Chancellor, no later than six months prior to the conclusion of the term of appointment, her/his willingness to be considered for reappointment.
- 8.13.28** If the incumbent is willing to be considered for reappointment, a Reappointment Committee, with membership as defined in the section on "Selection Committee Membership", will be appointed by the Council (or the Standing Committee of the Council).

- 8.13.29** There will be a gender mix on the Reappointment Committee.
- 8.13.30** A quorum for the Reappointment Committee will be five and must include the Chair and at least two members from the faculty concerned.
- 8.13.31** The incumbent Dean will provide the Reappointment Committee with a Vision statement for the Faculty (reflecting a future period of five years).
- 8.13.32** The Reappointment Committee will seek advice from past (if appropriate) and present Heads of School or any other persons it deems appropriate on the present state and future prospects of the faculty and on the leadership of the faculty during the term under review.
- 8.13.33** Having considered this advice, the Reappointment Committee will decide whether or not to recommend to the Council the reappointment of the incumbent. Where the Reappointment Committee decides not to recommend reappointment, the Committee will so advise the Council, and the procedure on appointment of Deans de novo will commence.
- 8.13.34** The work of the Reappointment Committee will be conducted with discretion and confidentiality will be scrupulously observed.

## Further Information

Committee's Officer, Decanal Selection Committee, Office of the Secretariat, ext. 3612

## References

*Approved Vice-Chancellor  
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