

human resources

policies and procedures

Promotion Policy

1. INTRODUCTION

Much discussion has taken place on the question of introducing an effective and equitable promotions mechanism within the University. There is wide agreement that whatever our Promotions Policy it should attempt to encourage the development of excellence in the University, as this will affect all our careers. Promotion by merit should be the University's policy as:

- it rewards performance
- it attracts ambitious applicants
- it allows the University to select the most qualified people
- it permits the infusion of new ideas and people in our system.

2. GENERAL PROMOTION POLICY

The dedication of the University should be towards the encouragement of individual staff members to achieve promotion within the University in so far as this is compatible with our policy of appointing the best possible candidate to any given post.

The University has a positive policy and outlook on career advancement and development, and this promotion policy and mechanism has a clear role in facilitating this development. The individual staff member has however, responsibility for his/her own career advancement and promotion. It is therefore essential for each individual to fully accept and acknowledge this responsibility, and to ensure that whatever personal development is necessary to achieve promotion will be undertaken on a planned basis. The University policy is geared to helping staff members gain promotion. This policy will not facilitate any element of automatic promotion.

3. STAFF DEVELOPMENT AND PROMOTION

Staff Development can play an important and significant role in facilitating career advancement and development. The more staff members develop, the more they can fully serve their own needs and needs of students, the University and society in general. Given this fact, it is important for each staff member to recognise the role of Staff Development in facilitating career advancement and development. It should also be noted that in considering staff members suitability for promotion, their interest in and commitment to staff training and development would be considered by any promotions board. Few interview panels would prefer a person with less developed characteristics for a more demanding University position. Obviously experience is important, but what people do with their time, is equally important. They may use it to develop and become more promotable (either internally or externally) or they may

expect that they will develop by experience alone. An active approach to one's own development is likely to bring surer and faster results, than leaving it to chance experience.

4. ACADEMIC PROMOTION/PROGRESSION POLICY

4.1 All Lecturer below bar posts shall be advertised publicly.

4.2 The main career grade for academic staff, in common with comparable institutions, shall be at the Lecturer above bar grade.

4.3 It is therefore the policy of the University to facilitate the progression of suitable members of staff at Lecturer below bar level to Lecturer above bar having regard to ability, experience, academic qualifications, scholarship and demonstrated performance.

Eligibility Criteria

4.4 Lecturers below bar can apply to be considered for progression to Lecturer above bar on completion of four year's service on the understanding that they have successfully completed their one year's probation and have been confirmed in post. Possession of a Doctoral Degree or its professional equivalent shall normally be considered an essential requirement.

(Note: Applications will be accepted after 3 years and 9 months of service but only on the understanding that the applicant also meets all the other required criteria).

This progression shall be irrespective of whether a new post of Lecturer has been established or a vacancy at Lecturer level has occurred. In the event of the staff member subsequently being appointed to another post at the University or resigning from the University the status of the vacated post will revert to Lecturer below bar level.

4.5 All new and vacated Lecturer posts will be advertised publicly.

4.6 All posts of Senior Lecturer level shall be advertised publicly.

4.7 All posts of Associate Professor level shall be advertised publicly.

4.8 All posts at Professor level and above shall be advertised publicly.

5. ACADEMIC PROGRESSION MECHANISM

5.1 A Progression Committee shall be constituted to consider the applications for progression from Lecturer below bar to Lecturer above bar by way of an interview process. The Progression Committee/Interview Panel will constitute the following members:

- Executive Dean
- Head of School

- Director of Human Resources or his/her nominee
- One external board member at senior lecturer level or higher.

External experts shall be recommended by the Head of School of the applicant and the Director of Human Resources shall have the responsibility of approving the membership of the Committee.

5.2 The functions of the Committee shall be to consider applications from eligible Lecturers below bar for progression to Lecturer above bar at interview.

5.3 The factors to be assessed in deciding on the suitability of a person for progression shall include demonstrated ability in existing and previous posts in such areas as:

- Teaching
- Research
- Contribution to curriculum development and teaching method
- Evidence of interest in and contribution to the development and administration of the School and the University
- Contribution to industry, commerce and the professions
- Contribution to learned societies and public bodies.

The acquisition of a Doctoral Degree or its professional equivalent shall normally be considered to be an essential factor. In exceptional circumstances, taking account of the nature of the discipline and achievements in the post, this requirement may be reviewed by the Progression Committee.

All eligible lecturers below bar should make an application in writing to the Director of Human Resources who will set up the progression process. This application should contain a cover letter and a standard DCU academic application form (available at: http://www.dcu.ie/vacancies/6pager_form.pdf).

Applicants may also wish to include their curriculum vitae.

5.4 The recommendations of the Progression Committee shall be submitted through the Human Resources Department to the President for approval.

5.5 The Director of Human Resources will communicate the decision of the President in writing to the staff member(s) concerned at the earliest possible date following the approval. Where progression has not been approved the appropriate Head of School should meet the staff member and communicate the decision of the Board. The staff member may seek a further discussion with the Director of Human Resources and appropriate Head of School on the issue. The staff member is equally entitled to request a meeting with the Chairman of the Selection Panel.

5.6 Staff members who have been unsuccessful in their application for progression are eligible to re-apply on an annual basis.

5.7 The Timeline for completing the Progression Process is 3 months from the date of receipt of the application by the Human Resources Department. If the process takes longer than 3 months and the applicant is successful, any increase in salary will be

backdated 3 months from the date of receipt by the Human Resources Department of the Progression Application.

Irrespective of the date of interview, increases will not be implemented until the four year service thresh-hold period has been met.

6. NON-ACADEMIC PROMOTION POLICY

6.1 In considering candidates for promotional appointments the following factors will be important in assessing suitability:

- Education and Training
- Work Experience
- Work Performance
- Interest and Motivation
- Specific Job Requirements

6.2 Secretarial/Administrative Posts

Vacancies at Grade 1, Grade 4 and Grade 6 levels and upwards will be filled by public competition. Vacancies at Grade 2 level should be confined initially to serving Grade 1 staff with a minimum of 3 years' satisfactory service at that level. Where there are no eligible or suitable internal applicants, vacancies should be filled by public competition.

Vacancies at a Grade 3 level will be initially confined to serving Grade 2 staff who have a total of 5 years relevant experience. Applicants must have successfully completed their probationary period.

Where there are no eligible or suitable internal applicants, the vacancies will be filled by public competition in line with the normal criteria required for a Grade 3 post, namely, a Leaving Cert with at least a pass in 5 subjects, a recognised secretarial course plus 5 years relevant experience.

Vacancies at Grade 5 levels should be confined initially to serving Grade 4 staff who have a minimum of 3 years relevant experience at Grade 4 level. Where there are no eligible or suitable internal applicants, vacancies should be filled by public competition.

Note:

- Grade 1: Secretary Grade 1
- Grade 2: Secretary Grade II
- Grade 3: Secretary Grade III
- Grade 4: Administrative Assistant
- Grade 5: Senior Administrative Assistant
- Grade 6: Administrator

6.3 Library Posts

Vacancies at Library Assistant I will be filled by public competition. Vacancies at Library Assistant 2 should be confined initially to serving Library Assistant I staff having at least 3 years' satisfactory service at that level. Where there are no eligible or suitable internal applicants, vacancies should be filled by public competition.

All vacancies at Assistant Librarian I and 2 should be filled by public competition.

6.4 Technician Posts

Vacancies at Technician I and 2 will be filled by public competition. Vacancies at Technician 3 level may be confined initially to serving Technician 2 staff with qualifications in an appropriate area and at least 3 years satisfactory service at that level. Where there are no eligible or suitable internal candidates, vacancies should be filled by public competition.

6.5 Computer Posts

Vacancies in all grades of computer posts with the exception of Analyst Programmer I will be filled by public competition. Vacancies at Analyst Programmer I level will be filled initially at the level of Trainee Analyst Programmer for a 2 year period. On successful completion of the 2 years period of training, Trainee Analyst Programmers will be appointed definitively to the grade of Analyst Programmer I.

6.6 General

In relation to all vacancies where, there are insufficient possible candidates at the level immediately below the Grade in which a vacancy is to be filled, the university may direct that a vacancy which would normally be filled through internal competition can be advertised publicly ab initio.

7. PROMOTION MECHANISM FOR ACADEMIC AND NON-ACADEMIC POSTS -

All positions advertised publicly will be filled by open competition. However, staff members may apply and compete for these positions.

- It will be the normal University policy to interview all internal applicants whose qualifications and experience meet the requirements of the post.

- An interview board may be constituted with some or all of the following.

- President

- Executive Dean

- Head of the relevant School

- Relevant external member

- Director of Human Resources

- Any other member the board consider appropriate.

- The function of the interview board will be to assess the suitability of each candidate for the vacancy(ies) existing and to identify the most suitable candidate.

- The recommendation of the interview board will be processed through the HR Department to the President for approval up to and including the level of Senior Lecturer grade. Approval for promotion beyond Senior Lecturer grade will be submitted to the Director of Human Resources who will process the recommendation to Governing Authority for approval.

- The Director of Human Resources will communicate the decision of the President or Governing Authority in writing to the staff member(s) concerned at the earliest possible date following the approval. Where promotion has not been approved the appropriate Head should meet the staff member and communicate the decision of the Board. The staff member may seek a further discussion with the Director of Human Resources and appropriate Head of School on the issue. The staff member is equally entitled to request a meeting with the Chairman of the Selection Panel.

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