

To: List A

Streamlined Professoriate Appointment Process

As part of SMARTER@HKU, the professoriate appointment procedure was reviewed and streamlined to shorten the processing time so we can be more competitive and efficient in recruiting talents, while assuring the quality of new recruits.

2. See the Annexes for the revised recruitment processes:

- Assistant Professor and Associate Professor without direct tenure (Annex I)
- Associate Professor with direct tenure (Annex II)
- Professor (Annex III)

3. To streamline the process, we will use a work in-parallel approach (e.g. meeting dates are marked in advance and references are sought when short-listed candidates are invited for campus visit), combine steps where feasible, and remove unnecessary ones. Main changes include:

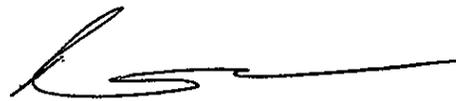
- (i) There is no need to wait for financial clearance before a letter of appointment is issued. The Dean will guarantee funding, although an e-FCF should still be submitted to the FEO;
- (ii) Hiring should be a proactive process involving global search for top talents through intelligent networks, and not be reliant solely on responses from job advertisements. To avoid lengthy wait for job advertisements to appear in printed journals and magazines, the Central will only fund online advertisements. The target advertising period is typically one month. If a longer advertisement period is preferred, the preparation should start sooner to avoid missing the peak recruitment season. Departments/ Faculties are strongly encouraged to specify the interviewing week in the advertisement so that the candidates and the selection/joint committee members can reserve the dates in advance;
- (iii) Meeting dates should be scheduled in advance and members' diaries marked at the beginning of the process;
- (iv) Candidates (especially those from North America) find Panel interviews (especially at Professor level) unpleasant. For selection purpose, we strongly recommend relying on a research seminar and with individual or small group meetings with departmental colleagues and members of the Selection/Joint Committee instead;
- (v) For cases where external assessments are required, the list of external assessors nominated does not need to be approved by the Provost or the VP(ASR). Please make reference to recently approved external assessors to identify assessors of comparable quality;
- (vi) For the appointment of Associate Professor with direct tenure, if the candidate already has tenure from a good university, the number of external assessments will be reduced

from 5 to 3—to be in line with the current practice of full professor recruitments;

- (vii) To encourage external assessors to help with the exercise and to provide reports in a timely manner, the following measures should be adopted:
- Add personal message in the cover letter;
 - Provide a clear and simple template for the report;
 - Inform the external assessors that the report is not expected to be more than 2 pages;
 - Be explicit about submission dates;
 - Increase the nominal fee to USD 200.
- (viii) USPC approval will be obtained by circulation for all new appointment cases. Meeting is only required when the support is not unanimous (e.g. when there is an abstention or disapproval);
- (ix) HoDs or Deans should discuss tentative offer and package with each shortlisted candidate during the campus visit. This will improve the chance of successful recruitment and shorten the period for subsequent negotiation of the definitive package;
- (x) For the appointment of Associate Professor, if there is a case for direct tenure, before proceeding with the tenure procedure, VP(ASR)'s approval for a tenure-track Associate Professor appointment should be sought. In parallel, to keep the candidate interested in the HKU position, the candidate should be verbally informed of the progress with an assurance that an **expedited** tenure review is being conducted.

4. The streamlined procedures described in the Annexes will be effective from December 1, 2018. The procedures are expected to be adopted by all Faculties. However, if your Faculty would like to propose some Faculty-specific modifications to the procedure, please inform VP(ASR) with justifications.

5. Any enquiries could be directed to Ms. Aster Ho, Associate Director of Human Resources (asterho@hku.hk, tel: 28592223) or Ms. Agnes Ip, Senior Human Resources Manager (ipagnes@hku.hk; tel: 2219 4555).



Professor Paul Tam
Provost and Deputy Vice-Chancellor

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cc: Faculty Secretaries
Director of Finance
PTP Chairmen
USPC members