

Professorial Appointment Procedure

Social Competence and Leadership Skills

In the professorial appointment procedure, candidates are assessed on the basis of their academic qualifications in research and teaching, their social competence and their leadership qualities (cf. Guidelines on Selection Procedure). As stated in the guidelines, professors must not only excel in research and teaching, but also lead staff and various bodies in academic self-administration (for example, commissions, departments/institutes, offices of the dean). In its Leadership and Management Principles, UZH commits to a healthy management culture that promotes optimal conditions for research, teaching and the provision of services, and fosters an inspiring working environment for all of its employees.

To support the members of the professorial appointment committee in assessing social competence and leadership skills, the Executive Board of the University assigned a specialist team to develop a structured interview process in cooperation with the faculties. Faculties that have implemented this process inform candidates in the letter of invitation that a separate interview to assess transferable skills (e.g. leadership skills) will be held in addition to the general interview.

In the structured interview, candidates are asked to describe how they have dealt with critical leadership situations in the past and how they would deal with a hypothetical leadership situation related to the requirements of the new position. One sample interview question is the following: "Consider a situation where your research group has been named responsible for a new project. After a few weeks, one member of the project group complains that another member continually receives easier work that promises better outcomes. Please describe in detail how you would respond in this situation."

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