



GUIDELINES FOR APPOINTMENT COMMITTEES AT NATURAL SCIENCES

Guidelines for appointment committees in connection with:

- 1) Appointments to **permanent academic** positions (tenure track assistant professor/researcher, associate professor, senior researcher, and professor) at Natural Sciences, Aarhus University
- 2) Appointment of **temporary academic** staff members (assistant professor, researcher, associate professor, and senior researcher) at Natural Sciences, Aarhus University

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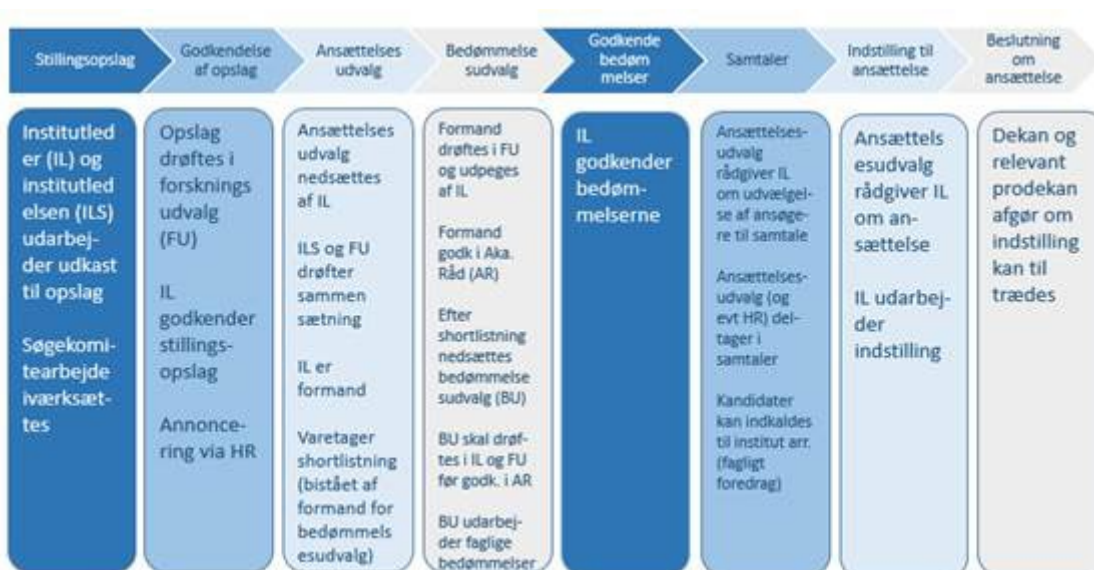
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1 OBJECTIVE

The appointment process consists of several different steps. The objective of this guide is to describe the different tasks and responsibilities of appointment committees in connection with recruitment and appointment of permanent members of academic staff (tenure track assistant professor/researcher, associate professor, senior researcher and professor) as well as temporary members of academic staff (assistant professor, researcher, associate professor, senior researcher).

The appointment committee has an advisory function throughout the recruitment process, from the selection of applicants for consideration (shortlisting) to advising the head of department on the appointment. The procedure for **permanent academic positions** is illustrated in the figure below. For **temporary academic positions**, the process is more or less the same, but with the **exception** that the head of department makes the decision about appointment and the dean/relevant vice-dean does not have to approve the appointment. In addition, the head of department is not required to serve as chair of the appointment committee in connection with appointments of temporary members of academic staff.



2 APPOINTMENT COMMITTEES

The selection of the appointment committee's members takes place either concurrently with the preparation and finalisation of the job advertisement or immediately after the approval of the job advertisement.

2.1 Selection of appointment committee members

In connection with the appointment of permanent members of academic staff, the head

of department appoints an appointment committee chaired by him or herself¹. It is the responsibility of the head of department to ensure that the composition of the appointment committee is discussed by the department management team and the department's research committee, and that the appointment committee is comprised of relevant permanent members of academic staff at the department. In the case of positions that involve a significant amount of teaching (tenure track assistant professor, associate professor and professor), a member of the department's education committee must sit on the appointment committee.

The appointment committee – with due regard for requirements regarding the necessary academic qualifications – must be broadly put together and gender-diverse.

A member of the Dean's Office participates in the appointment committee for appointments of professors when it is deemed appropriate, but as a minimum in the final round of interviews.

In connection with shortlisting, the chair of the assessment committee assists the appointment committee.

2.2 Conflict of interest issues and duty of confidentiality

When composing an appointment committee, any possible conflicts of interest that are grounds for disqualification of members must be assessed. It is the responsibility of both the manager and the individual members to assess this. Conflict of interest issues must be assessed for all of the members of the committee and in relation to applicants. All members of an appointment committee have a duty of confidentiality both during and after the recruitment process.

A member may be disqualified if:

- That person has a personal or financial interest in the outcome.
- That person's relatives or cohabitant has a personal or financial interest in the decision.
- They are closely associated with a company, association or the like with a particular interest in the outcome of the case, or where other circumstances exist that may cast doubt on their impartiality, for example close friendship or evident enmity.

2.3 Tasks of the appointment committee

In general terms, the tasks of the appointment committee are as follows:

- To advise the head of department regarding shortlisting, i.e. selection of applicants to be considered for the position.
- To advise the head of department regarding selection of applicants to interview
- Participation in interviews.
- To advise the head of department regarding which candidate should be recommended for appointment.

¹The head of department is not required to serve as chair of the appointment committee in connection with appointments of temporary members of academic staff.

Shortlisting

The objective of shortlisting is to shorten the recruitment process and to reduce the workload of members of the assessment committee, who thus are free to focus their efforts on the most relevant and qualified applicants.

The head of department has decision-making authority to decide which applicants will not receive to a thorough assessment of their professional qualifications by the assessment committee. With the assistance of the appointment committee and the chair of the assessment committee, the head of department selects which applicants are to receive a thorough assessment of their professional qualifications on the background of an evaluation of which applicants (as documented in the applications submitted) best match the department's and the faculty's recruitment needs and who possess the qualifications, competencies, experiences and potential described in the job advertisement, including the faculty's criteria for permanent employment as described in "[Criteria for evaluating candidates for scientific positions](#)"². In the assessment of qualifications, there is particular emphasis on the A criteria.

The role of the appointment committee in the shortlisting process is solely to advise the head of department regarding which applicants the committee considers to be relevant to recommend for further assessment. This means that the appointment committee neither decides which applicants are to be assessed by the assessment committee nor considers whether individual applicants are qualified or not qualified.

A minimum of five applicants must be shortlisted for a thorough assessment of their professional qualifications, unless there are fewer applicants to the position after obviously unqualified applicants have been left out of consideration.

HR is responsible for informing applicants that their applications have not been shortlisted for assessment immediately after the shortlist has been completed. Final rejections are sent at the conclusion of the recruitment process.

HR informs the applicants who have proceeded to assessment of their professional qualifications. At the same time, each applicant will be informed of the composition of the assessment committee and of the possibility to comment on the aspects of the assessment process that relate to him or herself later in the process.

The selection of applicants to be offered an interview

On the basis of the assessments, the appointment committee advises the head of department regarding the selection of applicants to be offered an interview. The head of department is responsible for conducting the interviews.

Prior to the interviews, the head of department may invite the applicants to an event at the department, for example a lecture, a meeting with permanent academic staff, or (where relevant) a meeting with the department's education committee or public-sector consultancy committee in

²The document 'Criteria for evaluating candidates for scientific positions' covers the job categories associate professor, senior researcher and professor.

order to gain an impression of the applicants in relation to the department and the tasks involved in the position.

On the condition that the candidates possess the necessary qualifications, the gender diversity requirement also applies to applicants offered job interviews.

The appointment committee participates in the interviews. The presence of the department's HR partner is optional.

Advising the head of department on appointments

The procedure in regard to appointments to **permanent academic positions** is as follows: After an interview has been held, the appointment committee advises the head of department regarding which applicant is to be recommended for appointment. Next, the head of department must discuss the recommendation with the department management team, after which the head of department takes a decision regarding which applicant is to be recommended for appointment. HR then forwards the head of department's reasoned recommendation to the dean and the vice-dean for talent development.

The procedure in regard to appointments to **temporary academic positions** is as follows: After an interview has been held, the appointment committee sends the head of department a recommendation on who should be offered the position (via HR). Next, the head of department makes the final decision regarding appointment.

The appointment committee must, on the basis of applicants' qualification and the requirements of the position, select the most qualified applicants. In addition, the appointment committee must consider how the best qualified applicants would contribute to the gender balance of the department/school/unit. When the applicants for a position are equally qualified, the gender balance of the unit should be an element taken into consideration in the final choice of applicant.

For more information regarding the process following the appointment committee's considerations, see the "[Guidelines for heads of departments at Natural Sciences on appointing permanent members of academic staff](#)" and "[Guidelines for heads of departments at Natural Sciences on appointing temporary members of academic staff](#)".

3 APPOINTMENTS – PERMANENT MEMBERS OF ACADEMIC STAFF

An applicant may only move forward in the recruitment process if a majority of the members of the assessment committee have found the applicant academically qualified for the position.

On the background of the appointment committee's advice and discussions with the department management team, the head of department may decide:

- To recommend a candidate for appointment.
- *Not* to recommend a candidate for appointment (even in cases where there are qualified

applicants).

If the head of department decides to recommend a candidate for appointment, the head of department sends a reasoned recommendation to the dean and the vice-dean for talent development through HR. For further information regarding recommendation of a candidate for appointment, see the "[Guidelines for heads of department at Natural Sciences on appointing permanent members of academic staff](#)".

Positions must be re-posted in the event of a well-grounded presumption that advertising the position a second time will attract a broader and more qualified pool of applicants.

4 APPOINTMENTS – TEMPORARY MEMBERS OF ACADEMIC STAFF

An applicant may only move forward in the recruitment process if a majority of the members of the assessment committee have found the applicant academically qualified for the position.

On the background of the appointment committee's advice and discussions with the department management team, the head of department may decide:

- To make the decision to appoint a candidate
- *Not* to make the decision to appoint a candidate (even in cases where there are qualified applicants).

If the head of department decides to appoint a candidate, the head of department sends a reasoned recommendation to HR. For further information regarding the recommendation of a candidate for appointment, see the "[Guidelines for heads of department at Natural Sciences on appointing temporary members of academic staff](#)".

5 RE-EMPLOYMENT WITHIN SIX MONTHS

If a **permanent academic** position becomes vacant within six months of having been filled, following a recommendation by the head of department, the **dean** can decide to appoint one of the other applicants who were found qualified for the position by the assessment committee.

If a **temporary academic** position becomes vacant within six months of having been filled, the **head of department** may decide to appoint one of the other applicants who were found qualified for the position by the assessment committee.

6 IN GENERAL

HR is responsible for ensuring compliance with applicable rules in connection with appointments, including in relation to applicants who are found 'not qualified'.

7 RULES AND GUIDELINES

The legal basis can be found here: [Legislation and rules](#)

On [teaching portfolios in connection with appointments to academic positions](#) (click to follow the link)

The legal basis for the section regarding disqualification is based on the rules on disqualification in the [Danish Public Administration Act](#).