GUIDELINES FOR HEADS OF DEPARTMENTS AT TECHNICAL SCIENCES ON APPOINTING PERMANENT MEMBERS OF ACADEMIC STAFF UNDER THE BACHELOR OF ENGINEERING JOB STRUCTURE

Guidelines for heads of departments on appointing **permanent members of academic staff under the job structure for the Bachelor of Engineering programme and the Export Engineering programme (Bachelor of Engineering job structure)** (assistant professor, associate professor, senior professor of engineering) at Technical Sciences, Aarhus University.

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1 OBJECTIVE

The objective of this guideline is to describe the tasks and responsibilities of heads of departments and centre directors in connection with the recruitment and appointment of permanent members of academic staff under the Bachelor of Engineering job structure (assistant professor, associate professor, senior professor of engineering).

2 JOB ADVERTISEMENTS AND RECRUITMENT INITIATIVES

Within the framework of the department's approved budget, strategy and recruitment plan, the head of department may advertise permanent academic positions under the Bachelor of Engineering job structure (assistant professor, associate professor, senior professor of engineering).

The department management team advertises positions within a given subject area in accordance with the recruitment plans stipulated in the department's approved strategy and budgets. To ensure a sufficiently large field of highly qualified and diverse applicants, the department management team will launch relevant initiatives, for example activating relevant networks.

The head of department and the department management team will prepare a draft of the job advertisement. The job advertisement must be broadly formulated to attract a diverse pool of applicants. The job advertisement should be discussed with the relevant heads of degree programmes, and the relevant education committee at the department will be informed of the advertisement. Furthermore, relevant permanent members of academic staff on both the research job structure and the Bachelor of Engineering job structure must be consulted via the departmental forum, at staff meetings or by email. After the consultation, the head of department will make the final decision regarding the content of the job advertisement. The application period is at least 2 weeks, preferably 3-6 weeks or longer.

Job advertisements must always state that all interested candidates, regardless of personal background, are encouraged to apply for the position, and that all applicants are evaluated based on their qualifications in relation to the requirements of the position.

It will be stated in the job advertisement that a shortlist of applicants will be selected after the deadline for applications, and that applicants will be informed whether their applications have been shortlisted for further assessment by an expert assessment committee.
Standard texts for job advertisements with shortlisting and rejection letters to applicants who are not shortlisted for in-depth expert assessment are available from AU HR.

The qualification requirements in the job advertisement must provide the basis for shortlisting, assessment and final recommendation and must therefore be considered very carefully.

The approved job advertisement must be sent to HR.

2.1 Re-advertisement of positions

Once the application deadline has expired, the department management team will assess whether a sufficient number of qualified applicants have applied. 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.

3 APPOINTMENT COMMITTEES

3.1 Selection of appointment committee members

The head of department will appoint an appointment committee on which s/he will serve as chair. It is the responsibility of the head of department to ensure that the department management team, the department's research committee and other relevant forums are informed of the composition of the appointment committee and that its members are relevant permanent members of academic staff at the department. The appointment committee – with due regard for requirements regarding the necessary academic qualifications – must be broadly put together and gender-diverse. As the positions involve a significant amount of teaching, a member of the department's education committee must sit on the appointment committee. The chair of the assessment committee will assist the appointment committee in connection with shortlisting.

When composing an appointment committee, any conflicts of interest that might disqualify candidates must be assessed. The head of department is responsible for making this assessment, and individual members are responsible for providing information about matters to be included in the assessment. Conflict of interest issues must be assessed for all members of the committee and for all applicants. All members of an appointment committee have a duty of confidentiality both during and after the recruitment process. For additional information on assessing conflict of interest issues and the duty of confidentiality, see 'Guidelines for members of appointment committee at Technical Sciences'.

A member of the Dean's Office will participate in the appointment committee for appointments of senior professors of engineering, as a minimum during the final round of interviews.

3.2 Tasks of the appointment committee

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

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

Shortlisting

The objective of shortlisting is to shorten the recruitment process and to reduce the workload of members of the assessment committee. Applicants who are clearly unqualified are therefore eliminated, and in the event of a large field of applicants, it is also possible to reject applicants who to a lesser extent do not meet the requirements of the job advertisement. This means that the assessment committee can focus on the most relevant and competent applicants.

The head of department has decision-making authority to decide which applicants will not receive 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 appointments under the job structure for the Bachelor of Engineering programme'. 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 recommends 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.

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

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 are shortlisted for a thorough assessment of their professional qualifications by the assessment committee. 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.

Selecting applicants for interview

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

On the condition that the candidates possess the necessary qualifications, the gender diversity requirement also applies to applicants offered job 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 members of academic staff, or (where relevant) a meeting with the department's education committee in order to gain an impression of the applicants in relation to the department and the tasks involved in the position.

The appointment committee and the department's HR partner will participate in the interviews.

Advising the head of department on appointments

After the interviews have been held, the appointment committee will advise 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 will make a decision regarding which applicant is to be recommended for appointment. Via HR, the head of department will send a reasoned recommendation to the dean in connection with the appointment of a senior professor of engineering, or to the vice-dean for research in connection with the appointment of other positions (see section 6).

On the basis of the merits of the qualified applicants and the requirements of the position, the appointment committee will consider how the best qualified applicants can contribute to gender balance at the institute/department/unit. When the applicants for a position are equally qualified, the gender balance of the unit should be considered in the final choice of applicant.

For additional information regarding other tasks of the appointment committee, see 'Guidelines for members of appointment committees, Bachelor of Engineering'.

4 THE CHAIR OF THE ASSESSMENT COMMITTEE

The head of department appoints the chair of the assessment committee and informs the department management team, the department's research committee and other relevant forums of the appointment. The chair is appointed simultaneously with the selection of appointment committee members and must be approved by the Academic Council. The proposed chair must be consulted before the formal request is forwarded by HR to the Academic Council for approval. The council has a three-day deadline for objections. The chair of the assessment committee assists the assessment committee with shortlisting. See also 'Guidelines for members of assessment committees, Bachelor of Engineering'.

5 THE ASSESSMENT COMMITTEE

Once the shortlisting process has been completed, the head of department will propose external members of the assessment committee. The composition of the assessment committee will be discussed by the department management team as well as the department's research committee and other relevant forums, and must be approved by the Academic Council. The proposed members of the assessment committee must be consulted before the formal request is forwarded by HR to the Academic Council for approval. The council has a three-day deadline for objections.

AU's senior management team has laid down the overall guidelines for the selection of members of assessment committees at AU. The guidelines should be considered as a general framework, and Tech has decided to establish more detailed guidelines within this general framework. At Tech, the following applies in connection with appointment of permanent members of academic staff:

- Members of the assessment committee are selected by the head of department in accordance with the faculty's guidelines.
- The assessment committee must be independent of management.
- The assessment committee must consist of three or, in exceptional cases, five members[1], of whom only one may be an internal member.
- It is only possible to participate in assessment committees for positions where you have at least the same level of position, though at least at associate professor level (either under the researcher job structure or the Bachelor of Engineering job structure)
- The assessment committee must have one member from an educational institution other than AU, and one member must be from the business community. The latter must be well-qualified within the area, be at the senior level and preferably have professional management experience or be responsible for the development of academic competencies for colleagues.

In all cases, assessors must have documented strong qualifications, and efforts must be made to ensure gender balance in assessment committees.

Disqualification of assessment committee members

To ensure that the assessment of applicants to scientific positions is not affected by inappropriate considerations, no member of any assessment committee may be judged unqualified to serve or at risk of having a conflict of interest in relation to individual assessments. AU is subject to the Danish Public Administration Act's general rules on disqualification.

A member may be disqualified if:

- That person has a personal or financial interest in the outcome of the case.
- Their close relatives or cohabitant have/has a personal or financial interest in the outcome of the case.
- 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

[1] In situations with applicants who have many academic specialisations, it may be appropriate to have five members in the assessment committee. However, it is most likely that this will rarely be necessary after shortlisting.

that may cast doubt on their impartiality, for example close friendship or evident enmity.
- Present or past joint publications or projects exist.

At Tech, members of assessment committees may only to a very limited extent be involved in joint publications and projects with applicants, and no joint publications whatsoever within the past five years.

The shortlisting process is intended to limit the number of applicants who are assessed by the assessment committee, in order to allow the members of the assessment committee to focus their efforts on the most relevant and competent applicants. The limitation on the number of applicants to be assessed also means that finding members to serve on assessment committees becomes easier, with regard to both eligibility requirements and workload.

5.2 Tasks of the assessment committee

The assessment committee must prepare individual assessments of all applicants on the shortlist within a maximum of one month. The committee must consider which applicants it considers to be overall qualified or not qualified in regard to research, teaching and/or development, as well as in relation to the other academic qualification requirements specified in the job advertisement. In assessing the individual applicant, the committee must base its assessment on the faculty's criteria for permanent employment as described in the 'Criteria for evaluating candidates for permanent positions (Bachelor of Engineering)'. In the assessment of qualifications, there is particular emphasis on the A criteria.

The assessments must constitute a sufficient basis for appointing the best-qualified applicant.

The committee members must prepare the expert statement together; the individual members may, however, prepare drafts subject to an agreed division of work. In the event of differences of opinion among the committee members, the assessment must clearly state who finds the individual applicant qualified and who does not, and the individual standpoints must in such case be accounted for separately.

It is not the task of the assessment committee to recommend who among the qualified applicants should be appointed, and the committee may not rank the applicants in any order of priority. Each committee member is responsible for familiarising themselves with all of the available material in order to ensure that all applicants to be assessed by the assessment committee are assessed on a sufficient basis.

For more information on the assessment committee, please refer to the 'Guidelines for members of assessment committees, Bachelor of Engineering'.

5.3 Template for recommendation of appointments to assessment committee

To ensure uniformity in connection with the recommendation of members of

assessment committees to approval by the Academic Council, the faculty management team has approved a template specifying what information regarding the proposed members of the assessment committee a recommendation must include:

- Statement of the name, position, place of employment, country of residence and email address of the proposed assessor.
- Brief account of competencies (background and expertise)
- Brief description of the teaching experience of members
- Assessors' individual statements confirming their impartiality: members of assessment committees may only to a very limited extent be involved in joint publications and projects with applicants, and no joint publications whatsoever within the past five years.
- Internal members must not be part of the management team of the department in question.

External assessors must be independent of the department.

5.4 Approval of assessments

The head of department ensures that the formal requirements of the assessment are met. If the assessment does not constitute a sufficient basis for decision and/or does not meet the formal requirements, it must be returned to the assessment committee for additions or revision.

When the final assessment of each applicant is available, HR forwards each applicant a copy of the assessment of his or her application. Each applicant is given an opportunity to comment on the assessment.

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

6 RECOMMENDATION AND DECISION REGARDING APPOINTMENT

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 will send a reasoned recommendation to the dean or the vice-dean for research through HR. See appendix for current guidelines for recommendation.

HR attaches the assessment committee's assessment of the recommended candidate as well as the relevant application materials.

HR forwards the recommendation to the dean or the vice-dean for research, after which

the dean/vice-dean decides whether the recommendation for appointment can be accepted.

6.1 Meeting between the new employee and the dean

Immediately after the appointment of a senior professor of engineer, the person will be called to a meeting with the dean and the head of department. The head of department is responsible for setting up the meeting.

7 RE-EMPLOYMENT WITHIN SIX MONTHS

If a 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.

8 DETERMINING SALARY

Salary is determined by the head of department, who negotiates with the union representative in close collaboration with HR within the framework of the salary agreement catalogue. If the salary agreed is outside the framework set by the salary catalogue, the dean must approve the salary.

9 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'.

10 RULES AND GUIDELINES

The legal basis can be found here: Legislation and rules

The legal basis for the section regarding disqualification is based on the rules on disqualification in the Danish Public Administration Act.