



GUIDELINES FOR MEMBERS OF APPOINTMENT COMMITTEES AT TECHNICAL SCIENCES

Guidelines for appointment committees in connection with:

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

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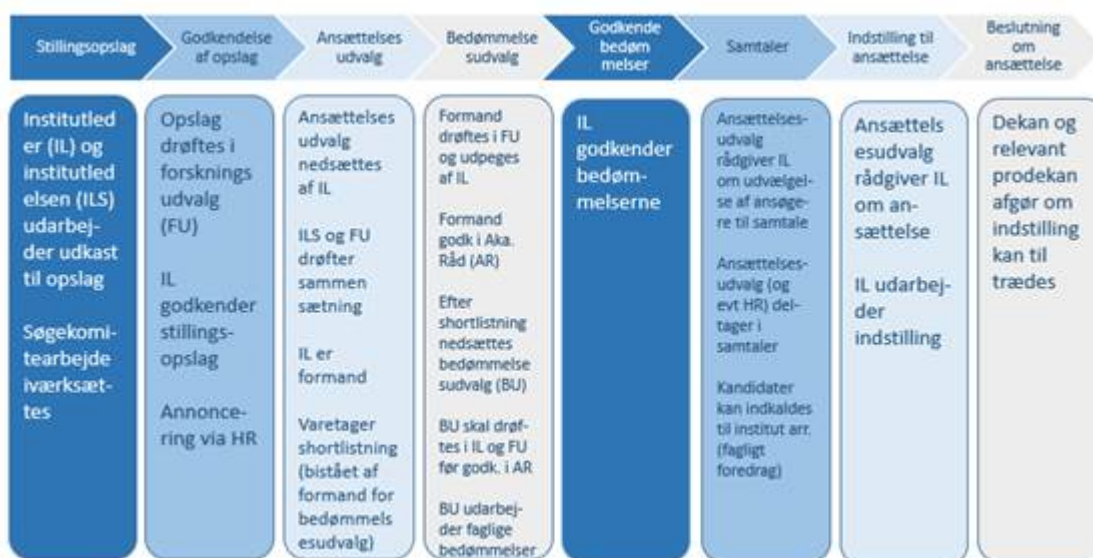
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1 OBJECTIVE

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, senior adviser, professor with special responsibilities (MSO) and professor) as well as temporary members of academic staff (assistant professor, researcher, associate professor, senior researcher, senior adviser).

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, which means that the faculty's Tenure and Promotion Committee is not involved in filling temporary academic positions. 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, professor with special responsibilities (MSO) and professor), a member of the department's education committee must sit on the appointment committee.

A member of the Executive Team participates in the appointment committee for appointment of professors when it is deemed appropriate, although as a minimum at the final round of appointment interviews.

In connection with shortlisting, the chair of the assessment committee is to provide support for 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 of the case,
- That person's relatives or cohabitant has a personal or financial interest in the decision
- That person is 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 his or her impartiality, for example close friendship or evident enmity.

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.

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 (the selection of applicants to be considered for the position).
- To advise the head of department regarding the selection of applicants to interview.
- Participation in interviews.
- To 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, 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 to permanent positions](#)². Assessment of qualifications should place 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 whose applicants are not 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.

²The document 'Criteria for evaluating candidates to permanent positions' covers the job categories associate professor, senior researcher, senior adviser, professor and professor with special responsibilities (MSO).

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 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.

Participation in 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.

For further information regarding the process following the appointment committee's discussions, see: '[Guidelines on appointing permanent members of academic staff for head of departments at Technical Sciences](#)' and '[Guidelines on appointing temporary members of academic staff for head of departments at Technical Sciences](#)'

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 the recommendation of a candidate for appointment, see '[Guidelines for heads of department at Technical Sciences on appointing permanent members of academic staff](#)'.

The dean and vice-dean consult with the faculty's Tenure and Promotion Committee, after which it is decided whether the recommendation for appointment is to be accepted. The faculty's Tenure and Promotion Committee has an advisory function, and the dean and vice-dean may decide not to follow the committee's recommendation.

For additional information about the faculty's Tenure and Promotion Committee, please see [Tenure and promotion committee](#).

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 '[Guidelines for head of departments at Technical Sciences on temporary academic positions](#)'.

5 RE-EMPLOYMENT WITHIN SIX MONTHS

If a **permanent** academic position becomes vacant within six months of having been filled, the **dean** may, on the recommendation of the head of department and the advice of the faculty's Tenure and Promotion Committee, decide to appoint one of the other applicants who were found qualified for the position by the assessment committee.

If a **temporary** 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](#)
- On [teaching portfolios in connection with appointments to academic positions](#)
- The legal basis for the section regarding disqualification is based on the rules on disqualification in the [Danish Public Administration Act](#).