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# **GUIDELINES FOR HEADS OF DEPARTMENT - APPOINTMENT OF ASSISTANT PROFESSORS AND TENURE TRACK ASSISTANT PROFESSORS**

AT HEALTH, AARHUS UNIVERSITY

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Prepared by the faculty management team,  
Health. In force from 15 September 2018



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## 1. General information on appointments to the position of assistant professor and tenure track assistant professor

### 1.1 Delegation

The Dean is responsible for recruitment at Health and for ensuring that appointments take place in accordance with applicable laws, rules and guidelines. The Dean has delegated the recruitment authority to the Vice-deans and Heads of Department in accordance with these faculty guidelines.

### 1.2 Scope of the guidelines

These guidelines cover the appointment of assistant professors and tenure track assistant professors at Aarhus University (AU), Health, regardless of geographical location.

The guidelines cover all assistant professor and tenure track assistant professor appointments, regardless of whether the appointment is financed by ordinary or external funding or is exempted from the requirement for job advertisement in accordance with section 8 (earmarked grants) and section 9 (appointment and renewal for up to one year).

### 1.3 Target group and legal framework

The target group for these guidelines are Heads of Department at Health. The guidelines are based on the following applicable legislation and guidelines:

- [The University Act](#) (in Danish)
- [Aarhus University's By-laws](#)
- [The ministerial order on appointment of academic staff at universities](#) (The Appointment Order) (in Danish)
- [Circular on the agreed minutes for certain terms of employment for academic staff at universities](#) (in Danish)
- [Ministerial Order on Job Structure for Academic Staff at Universities](#) (in Danish)
- [Consolidation Act on Fixed-Term Employment](#) (in Danish)
- [Salary Agreement Catalogue for Health](#)
- Medarbejder- og Kompetencestyrelsens lønoversigt (Salary Scale in Danish)

### 1.4 Recruitment norms

The field of applicants for academic positions at assistant professor level must reflect the recruitment norms. Both genders must thus as far as possible be represented among the applicants – while also taking academic considerations into account. These opportunities should be explored by a search committee before the position of tenure track assistant professor is advertised.

**2. Schematic checklist over the recruitment process****CHECKLIST: EMPLOYMENT IN POSITIONS AS ASSISTANT PROFESSOR OR TENURE TRACK ASSISTANT PROFESSOR**

The checklist also includes – with relevant modifications – positions that are not advertised in accordance with the Appointment Order's Sections 8 (earmarked grants) and 9 (appointment and renewal for up to one year).

**JOB ADVERTISEMENT**

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Department management team</b> | <p>Discusses the proposal for appointment within the given subject area based on the department's recruitment strategy, as well as proposals for appointment committee and search committee with the departments associate professors, senior researchers and professors or representatives of these groups.</p> <p>The department management team considers the need for <a href="#">shortlisting</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Head of Department</b>         | <p>Consults with the Vice-dean in connection with all assistant professorships and tenure track assistant professorships.</p> <p>As a basis for consultation and based on the department's recruitment strategy, the department describes the following recruitment package:</p> <ul style="list-style-type: none"> <li>• Ambitions for the position</li> <li>• Job profile (including academic advertisement text with the desired qualification requirements in areas such as research and teaching tasks, external funding etc.). <ul style="list-style-type: none"> <li>• Template for job advertisement for assistant professor in <a href="#">Danish/English</a>.</li> <li>• Template for job advertisement for tenure track assistant professor in <a href="#">Danish/English</a>.</li> </ul> </li> <li>• Financing</li> <li>• The option of a "start package" for tenure track assistant professors (salary, access to laboratories, facilities etc.)</li> <li>• Preliminary proposal for the assessment committee (in particular assessors from outside AU)<sup>1</sup></li> <li>• Proposals for the <a href="#">search committee</a> (only required for tenure track assistant professor)</li> <li>• Preliminary proposal for an <a href="#">appointment committee</a><sup>2</sup></li> <li>• Preliminary process plan (<a href="#">Danish/English</a>) for current recruitment (supported by HR)</li> </ul> |
| <b>Head of Department</b>         | Appoints <a href="#">search committee</a> (only required for tenure track assistant professor).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Head of Department</b>         | <p>Sends the job advertisement and relevant job information to HR in order to initiate the recruitment process in the e-recruitment system. This is to be sent to the relevant joint <a href="#">mailbox for Health HR</a>.</p> <p>The Head of Department must have approved the job advertisement before or at the same time as the job advertisement is sent to HR. (For Sections 8 &amp; 9, the academic job description must be approved).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>HR</b>                         | Assists with advice on the formal requirements of the advertisement text, choice of media, schedule for the whole appointment process etc. As a rule, positions as assistant professor and tenure track assistant professor must be advertised internationally.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>HR</b>                         | Sets up the position in the e-recruitment system and publishes the job advertisement in the selected media, including always on the AU website and at jobnet.dk. HR also provides access to the e-recruitment system for the Head of Department and other relevant persons.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

<sup>1</sup> An emeritus cannot be a member of an assessment committee. The holder of an honorary title can be a member of an assessment committee

<sup>2</sup> Positions that are not advertised are exempt from the requirement for an appointment committee.

| APPLICATION                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Applicant</b>                                                                        | Sends the application, along with supplementary material, electronically via a link in the job advertisement to HR via AU's website (the e-recruitment system), before the application deadline.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>HR</b>                                                                               | An automatic confirmation that the application has been received is sent to the applicant via the e-recruitment system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| RE-ADVERTISEMENT                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Head of Department</b>                                                               | <p>After the deadline, in the case of positions as <b>tenure track assistant professor</b>, the Head of Department, assisted by the appointment committee, must determine whether there has been a sufficient number of qualified applicants. The assessment includes factors such as qualifications, diversity and research field.</p> <p>If the assessment is that there has not been a sufficient number of qualified applicants, and there is a well-grounded presumption that advertising the position a second time will attract a broader and more qualified pool of applicants, the position must be re-advertised. The Head of Department must notify HR that the position is to be re-advertised.</p> <p>If the position is re-advertised, this must be stated in the job advertisement. HR notifies the applicants that the position will be re-advertised.</p> <p>The re-advertisement is for a minimum period of 14 days.</p> |
| AFTER THE EXPIRY OF THE DEADLINE FOR APPLICATIONS                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Process</b>                                                                          | <p><b>If shortlist has not been selected</b>, move on to the bar "WITHOUT SHORTLIST – APPOINTMENT OF APPOINTMENT COMMITTEE AND ASSESSMENT COMMITTEE".</p> <p><b>If shortlist has been selected</b>, move on to the bar "WITH SHORTLIST – APPOINTMENT OF APPOINTMENT COMMITTEE AND CHAIR OF ASSESSMENT COMMITTEE".</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| WITH SHORTLIST - APPOINTMENT OF APPOINTMENT COMMITTEE AND CHAIR OF ASSESSMENT COMMITTEE |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>HR</b>                                                                               | The Head of Department has access to the applicants and their material in the e-recruitment system. HR requests that the Head of Department/the manager or authorised, registers the members of the appointment committee as well as the chair for the assessment committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Department management team</b>                                                       | Sends the declaration of impartiality form ( <a href="#">Danish/English</a> ) to the chair of the assessment committee for signing. The department management team and the chair of the assessment committee can agree on a deadline for the submission of the assessment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Department management team</b>                                                       | <p>Nominates the members of the appointment committee and the chair of the assessment committee, via the e-recruitment, by registering the names of the members of the committees.</p> <p>With the nomination of the chair of the assessment committee the following must also be registered:</p> <ul style="list-style-type: none"> <li>CV must be submitted via a URL or uploaded as a document in the e-recruitment system</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>HR</b>                                                                               | Sends the chair of the assessment committee to consultation in the Academic Council with a three-day consultation period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>The Academic Council</b>                                                             | Undertakes consultation on the chair of the assessment committee. See section 3.5.5 for a more detailed description.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HR</b>                                                                                | If HR does not receive any comments from the Academic Council within three days, HR then sends the chair of the assessment committee for final approval by the Head of Department.                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Head of Department</b>                                                                | Approves and appoints the chair of the assessment committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>WITH SHORTLIST – THE SHORTLISTING PROCESS</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Head of Department</b>                                                                | Decides – with the assistance of the appointment committee and the chair of the assessment committee – which applicants should receive an academic assessment in accordance with the job advertisement. The Head of Department declares this in the e-recruitment system.                                                                                                                                                                                                                                                                                                |
| <b>HR</b>                                                                                | Sends notification immediately after selection to those applicants whose applications are not being sent for assessment. Final rejections will be sent after the recruitment process has ended.<br><br>HR also informs those applicants who have proceeded to the assessment of their professional qualifications,                                                                                                                                                                                                                                                       |
| <b>WITH SHORTLIST – APPOINTMENT OF OTHER MEMBERS OF THE ASSESSMENT COMMITTEE</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>HR</b>                                                                                | Requests that the Head of Department submits a proposal for the appointment of the other members of the assessment committee. See section 3.5.3 for the composition of the committee.                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Department management team</b>                                                        | Sends the declaration of impartiality form ( <a href="#">Danish/English</a> ) to the other members of the assessment committee for signing.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Head of Department</b>                                                                | Nominates the other members of the assessment committee, via the e-recruitment system, by registering the names of the members of the assessment committee together with the following information: <ul style="list-style-type: none"> <li>• CV must be submitted via a URL or uploaded as a document in the e-recruitment system</li> </ul> <p>The Head of Department registers the external members of the assessment committee in the employee registration system (<i>Medarbejderstamkortet</i>), so HR can give the members access to the e-recruitment system.</p> |
| <b>HR</b>                                                                                | Sends the list of the other assessment committee members to consultation in the Academic Council with a three-day consultation period.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>The Academic Council</b>                                                              | Undertakes consultation on the other members of the assessment committee. See section 3.5.5 for a more detailed description.                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>HR</b>                                                                                | If HR does not receive any comments from the Academic Council within three days, HR then sends the list of the other assessment committee members for final approval by the Head of Department.                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Head of Department</b>                                                                | Approves and appoints the other members of the assessment committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Process</b>                                                                           | Move on to the bar “THE INITIATION OF ASSESSMENT”.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>WITHOUT SHORTLIST – APPOINTMENT OF APPOINTMENT COMMITTEE AND ASSESSMENT COMMITTEE</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>HR</b>                                                                                | Notifies the Head of Department, via the e-recruitment system, that the deadline for applications has expired and request that the Head of Department appoints the appointment committee as well as the assessment committee, including the chair of the assessment committee.                                                                                                                                                                                                                                                                                           |
| <b>Department management team</b>                                                        | Sends the declaration of impartiality form ( <a href="#">Danish/English</a> ) to the members of the assessment committee for signing. The department management team and the assessment committee can agree on a deadline for the submission of the assessment.                                                                                                                                                                                                                                                                                                          |

|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Head of Department</b>                                | <p>Nominates the assessment committee, via the e-recruitment system, by registering the names of the members of the assessment committee together with the following information:</p> <ul style="list-style-type: none"> <li>CV must be submitted via a URL or uploaded as a document in the e-recruitment system</li> </ul> <p>The Head of Department registers the external members of the assessment committee in the employee registration system (<i>Medarbejderstamkortet</i>), so HR can give the members access to the e-recruitment system.</p> |
| <b>HR</b>                                                | Sends the list of assessment committee members to consultation in the Academic Council with a three-day consultation period.                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>The Academic Council</b>                              | Undertakes consultation on the assessment committee. See section 3.5.5 for a more detailed description.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>HR</b>                                                | If HR does not receive any comments from the Academic Council within three days, HR then sends the list of assessment committee members for final approval by the Head of Department.                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Head of Department</b>                                | Approves and appoints the assessment committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>THE INITIATION OF ASSESSMENT</b>                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>HR</b>                                                | Informs the applicants, via the e-recruitment system, of the composition of the assessment committee and the deadline for completion of their assessment work.                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>HR</b>                                                | Gives the assessment committee access via e-mail to the position in the e-recruitment system, including access to the job advertisement. The email also contains a link to the faculty's relevant guidelines and policies as well as the current rules on assessment and appointments.                                                                                                                                                                                                                                                                   |
| <b>ASSESSMENT</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Assessment committee</b>                              | Assesses the applicants' academic level. For positions as assistant professor and tenure track assistant professor assessments, the committee has - depending on the number of applicants, 6-10 weeks to complete the assessment work, unless otherwise agreed.                                                                                                                                                                                                                                                                                          |
| <b>Assessment committee</b>                              | Prepares a written assessment of each applicant by using "Template for assessment - assistant professor or tenure track assistant professor" in <a href="#">Danish</a> or <a href="#">English</a> .                                                                                                                                                                                                                                                                                                                                                      |
| <b>Chair of the committee</b>                            | Enters the committee's joint assessment of each applicant in an online form in the e-recruitment system.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>HR</b>                                                | Sends the assessments for approval by the Head of Department or Vice-dean.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Head of Department/Vice-dean</b>                      | The Head of Department approves the assessments for positions as assistant professors while the vice-dean approves the assessments for positions as tenure track assistant professors.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>HR</b>                                                | Sends the individual assessment for each applicant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>HR</b>                                                | Ensures that the committee is reimbursed in accordance with current rules and guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>JOB INTERVIEWS AND RECOMMENDATION FOR APPOINTMENT</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Department management team/<br/>Vice-dean</b> | <p>Selects applicants for interview on the basis of the committee's assessment.</p> <p>Between the first and second interview, a trial lecture may be held before recommendation for appointment and meetings may also be arranged with the relevant academic environments.</p> <p>The appointment committee (by the Head of Department/Secretary) invites applicants for an interview. The Head of Department obtains relevant references after agreement with the candidate.</p> <p>The appointment committee advises the Head of Department on the recommendation for appointment. The Head of Department can now discuss the recommendation with the department management team, before the Head of Department takes a decision regarding which applicant is to be recommended for appointment.</p> |
| <b>Head of Department</b>                        | Selects candidate for employment in the e-recruitment system and recommends for appointment via the employee registration system ( <i>Medarbejderstamkortet</i> ).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>OFFER OF EMPLOYMENT</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Head of Department</b>                        | Informs the chosen candidate of the offer of employment and that a salary offer will be prepared as soon as possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Head of Department</b>                        | Discusses the pay level with HR prior to the salary negotiations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>HR</b>                                        | Prepares the salary offer and sends this to the chosen candidate.<br>Next, the salary negotiations is underway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Head of Department</b>                        | Once the chosen candidate has accepted the salary offer, the Head of Department informs any internal applicants as well as applicants who were invited to an interview that their applications were rejected.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Head of Department</b>                        | Provides HR with the names of those who have been to a job interview or were internal applicants and informs HR that rejections can be sent to all other applicants. This takes place via the e-recruitment system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>HR</b>                                        | Prepares an employment contract and sends it to the candidate in question.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>HR</b>                                        | Sends rejection letters to the other applicants via the e-recruitment system and as agreed with the Head of Department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>OTHER</b>                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>HR</b>                                        | Undertakes the required registering in HR- and payroll systems and files the relevant personnel case documents in Workzone.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



### 3. General information on job advertisements, assessment committees and appointments

Appointments of assistant professors and tenure track assistant professors must take place on the basis of the applicable guidelines for recruitment and in accordance with [Aarhus University's norms for recruitment of academic staff to permanent positions](#). Appointments at Health must be based on the specific recruitment strategy and this must in turn comply with the general guidelines at Health.

#### 3.1 Job advertisements

The department management team discusses the proposal for appointment within the given subject area based on the department's recruitment strategy, as well as proposals for an appointment committee and search committee<sup>3</sup>, with the departments associate professors, senior researchers and professors or representatives of these groups.

The Head of Department then describes/presents a recruitment package for the Vice-dean:

- Ambitions for the position
- Job profile (including academic advertisement text with the desired qualification requirements in areas such as research and teaching tasks, external funding etc.).
  - Template for job advertisement for assistant professor in [Danish/English](#).
  - Template for job advertisement for tenure track assistant professor in [Danish/English](#).
- Financing
- The option of a "start package" for tenure track assistant professors (salary, access to laboratories, facilities etc.)
- Preliminary proposal for the assessment committee (in particular assessors from outside AU)<sup>4</sup>
- Proposals for the [search committee](#) (only required for tenure track assistant professor)
- Preliminary proposal for an [appointment committee](#)<sup>5</sup>
- Preliminary process plan ([Danish/English](#)) for current recruitment (supported by HR)

All positions as assistant professor and tenure track assistant professor must be broadly formulated and advertised both nationally and internationally, unless special academic circumstances apply (see the Appointment Order, section 3). The Head of Department is authorised to decide how this requirement can be most appropriately complied with.

Moreover, the job advertisement must state the dates on which interviews are expected to be held.

##### 3.1.1 Shortlisting

If shortlisting is used, it must clearly be stated in the job advertisement. Once it has been decided to use shortlisting, it cannot later in the recruitment process be deselected.

Shortlisting refers to a process in which a small number of applicants are selected for an academic assessment from the total pool of applicants. The applicants selected for this assessment are those who are – on the basis of an academic assessment – assessed as best able to meet the relevant qualifications, competences, experience and potential demanded in the job advertisement.

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

For further information about shortlist, including the shortlisting process, please see ["Shortlisting in connection with recruitment"](#).

##### 3.1.2 Exemptions to the requirements for job advertisements

As a rule, all academic positions covered by the job structure must be advertised. However, the following

<sup>3</sup> Search committee is only a requirement for positions as tenure track assistant professor

<sup>4</sup> An emeritus cannot be a member of an assessment committee. The holder of an honorary title can be a member of an assessment committee

<sup>5</sup> Positions that are not advertised are exempt from the requirement for an appointment committee.

exceptions<sup>6</sup> apply<sup>7</sup>:

- Pursuant to Section 9 of the Appointment Order, appointments/extensions in all job categories can take place without prior advertisement for periods of employment of less than one year and subsequent extensions of one year (two years in total). Foreign professors and associate professors may, however, be appointed for a period of up to two years and subsequent extensions of one year (three years in total).
- For assistant professor positions, those positions which are at least 50 per cent externally financed (earmarked)<sup>8</sup> are exempt from the requirement to advertise (see the Appointment Order sections 8).

### 3.1.3 Minimum number of hours in the position (employment rate)

At Health, it is not a wish to have part-time positions with an employment rate of less than 20%.

In other words, positions must have a minimum of 7.4 hours per week, corresponding to 20% of a full-time position. The Vice-dean may, however, after a specific and individual assessment, grant exemptions from the requirement for an employment rate of at least 20%

## 3.2 Search committee for tenure track assistant professor

A search committee is appointed when **tenure track assistant professor**<sup>9</sup> positions are advertised.

For further information about search committees, including information about the composition and the search committees work, please see "[Use of search committees](#)".

## 3.3 Appointment committee

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.

### 3.3.1 Composition of the appointment committee

An appointment committee is set up<sup>10</sup> which undertakes the appointment to assistant professor and tenure track assistant professor positions. The appointment committee must – with due regard for the requirement in regard to academic qualifications – be inclusive and gender-diverse<sup>11</sup>.

- Head of Department is chair
- Relevant tenured (as a rule) members of academic staff

The Head of Department is responsible for ensuring that the composition of the appointment committee is also discussed by the department management team.

For further information about appointment committees, including information about the appointment committees' work, please see "[Guidelines for appointment committees](#)".

For further information about the appointment committees confidentiality and GDPR, please see "[Guidelines regarding confidentiality and GDPR for appointment, assessment and advisory committees](#)".

## 3.4 Re-advertisement

After the deadline, in the case of **positions as tenure track assistant professor**, the Head of Department, assisted by the appointment committee, must determine whether there has been a sufficient number of qualified applicants. The assessment includes factors such as qualifications, diversity and research field. If the assessment is that there has

<sup>6</sup> Following an individual assessment, the Vice-dean has the authority to grant exemptions from Health's local guidelines.

<sup>7</sup> For appointments and extensions in accordance with sections 8 and 9, the ordinary rules for the appointment of assessment committees are used.

<sup>8</sup> "Earmarked" funds are defined as those where 50 per cent of the position is financed for a specific candidate.

<sup>9</sup> Since a tenure track assistant professorship is a permanent position (not fixed-term), it is assumed that it cannot be fully externally financed.

<sup>10</sup> Positions that are not advertised are exempt from the requirement for an appointment committee.

<sup>11</sup> In accordance with Aarhus University's norms for recruitment of academic staff to permanent positions. This is only a requirement for positions as tenure track assistant professor.

not been a sufficient number of qualified applicants, and there is a well-grounded presumption that advertising the position a second time will attract a broader and more qualified pool of applicants, the position must be re-advertised.

If the position is re-advertised, this must be stated in the job advertisement and the re-advertisement must be for a minimum period of 14 days.

### 3.5 Assessment committee

The Appointment Order lays down the general rules for the appointment of academic staff in accordance with section 4:

**Section 4.** *"The university determines the rules for the academic assessment of applicants for academic positions.*

*(2) The academic assessment committee must decide whether the applicants possess the required academic qualifications within research, teaching, communication, etc., as prescribed by the job structure, and whether they meet any other qualification requirements specified in the job advertisement. A non-prioritised, substantiated, written assessment of the applicants' qualifications must be submitted to the rector. If there are any differences of opinion between the members of the assessment committee, this must be stated in the assessment."*

The senior management team at AU has laid down the overall guidelines for the selection of members of assessment committees at AU in the spring of 2013. The guidelines should be seen as a framework. Each faculty has had the opportunity to add its input to and possibly narrow down this framework.<sup>12</sup>

Pursuant to the Ministerial Order on Appointment of Academic Staff at Universities and AU's general guidelines for academic assessment in connection with the appointment of academic staff (with/without advertisement) as well as extensions, the faculty management team at Health has adopted the following guidelines for the composition of assessment committees. (See Section 3.5.3).

The appointment of assessment committees should seek to ensure an equal distribution of men and women.

#### 3.5.1 Definition of an assessment committee

##### Assessment committee:

An assessment committee prepares an assessment.

#### 3.5.2 Eligibility requirements for assessment committees

To ensure that the assessment of applicants for scientific positions is not affected by irrelevant considerations, no member of the committee may be judged unqualified to serve or at risk of having a conflict of interest in relation to individual assessments. Health bases its decisions on the regulations in the Danish Public Administration Act concerning impartiality, which relates to e.g. family relations, friendships and special personal and financial interests.<sup>13</sup> This may, for example, include co-publication, supervisor relations or other types of cooperation, which cannot be considered compatible with the role of assessment committee member in relation to the advertised position.<sup>14</sup>

At Health, members of assessment committees may only to a very limited extent be involved in joint publications and projects with applicants, and **only in exceptional cases** may have been involved in any joint publications within the past five years<sup>15</sup> (see Declaration of impartiality ([Danish/English](#))).

Furthermore, Deans, Vice-deans and Heads of Department may not act as members of an assessment

<sup>12</sup> See the memo on the composition of assessment committees at Health in accordance with AU's internally agreed framework of 9 August 2013, section 1.

<sup>13</sup> See the Danish Public Administration Act, Section 3 (1) (on disqualification).

<sup>14</sup> See the memo on the composition of assessment committees at Health in accordance with AU's internally agreed framework of 9 August 2013, section 3.

<sup>15</sup> See the memo on the composition of assessment committees at Health in accordance with AU's internally agreed framework of 9 August 2013, section 1.

committee, as they are a part of the management and therefore have authority to make decisions regarding appointments.

### 3.5.3 Composition of assessment committees

For the composition of committees for the appointment of assistant professors and tenure track assistant professors, irrespective of the length of employment, an assessment committee must be established to prepare an assessment regarding assistant professor and tenure track assistant professor positions.<sup>16</sup>

#### *Tenure track assistant professor*

An **assessment committee** is appointed consisting of three members at associate professor level or higher and ideally one at professor level. Of these, two must be from outside AU, with at least one of them from abroad. The assessment committee must thus have a majority of members<sup>17</sup> from outside AU.

The assessment committee must – with due regard for the requirement in regard to academic qualifications – be inclusive and gender-diverse<sup>18</sup>.

#### *Assistant professor*

An **assessment committee** is appointed consisting of two members at associate professor level or higher. As a rule, at least one of the members should be from outside<sup>19</sup> Aarhus University and ideally from abroad.

#### *Assessment committee in the case of broad job advertisements*

In the case of broad job advertisements, an assessment committee can be appointed in such a way that the members of the assessment committee together cover several of the subject areas of a department or unit. In such a case, draft assessment may be prepared by the individual members covering the given subject area. In the final editing of its assessment, the committee should eliminate any editorial and linguistic inconsistencies resulting from the division of tasks by committee members.

#### *Further information*

For further information about the assessment committees', including information about the assessment committees' work, please see ["Guidelines for assessment committee"](#).

For further information about the assessment committees' confidentiality and GDPR, please see ["Guidelines regarding confidentiality and GDPR for appointment, assessment and advisory committees"](#).

### 3.5.4 Recommendation of members to the assessment committee

Internal members of the assessment committee may not be part of the managerial structure at the department in question, as they make decisions regarding appointment.

Therefore, it is only possible to participate in assessment committees for positions at the same level or higher than one's own, though as a minimum at associate professor level. For example, the proposed assessors for an assessment committee for a professorship must themselves be at professorial level.

Recommendations of members of the assessment committee for assistant professor and tenure track assistant professor positions **must** include the following:

- Statement of the name, position, place of employment, country and email address of the proposed assessor
- CVs must be submitted via a URL

<sup>16</sup> An emeritus cannot be a member of an assessment committee. The holder of an honorary title can be a member of an assessment committee

<sup>17</sup> Members from outside AU are defined as members who are not employed at Aarhus University (AU).

<sup>18</sup> In accordance with Aarhus University's norms for recruitment of academic staff to permanent positions. This is only a requirement for positions as tenure track assistant professor.

<sup>19</sup> Members from outside AU are defined as members who are not employed at Aarhus University (AU).

The proposed members of the committee must be consulted and have signed a declaration of impartiality ([Danish/English](#)) before the proposal is sent to HR.

### 3.5.5 Academic Council

The Academic Council makes recommendations to the dean on the composition of expert committees to assess applicants for academic positions<sup>20</sup>.

For positions as assistant professor or tenure track assistant professor, once this acceptance and declaration of impartiality is available from the members of the assessment committee, HR sends the proposal for the composition of the committee for consultation in the Academic Council. The council has a three-day deadline for objections. The Academic Council must receive the job advertisement/informative text so that the Academic Council can be heard on the committee's competences in relation to the position.

If the members of the Academic Council do not have any comments on the composition of the committee within three working days, the committee is considered recommended by the Academic Council. The proposal is subsequently submitted to the Head of Department, on delegation from the Dean, for approval.

### 3.5.6 Approval of assessment committees

The Head of Department approves, on delegation from the Dean, committees for all assistant professor or tenure track assistant professor positions and ensures that the rules for the composition of committees have been complied with.

### 3.5.7. Remuneration

Upon completion of the assessment process, the external members of the committee will receive an email with a form attached, which must be completed and returned, so that they can be remunerated for their participation.

### 3.5.8 Assessment

An assessment **must be** prepared for the appointment of assistant professors and tenure track assistant professors, irrespective of the length of employment.

#### 3.5.8.1 Requirements and content

The assessment must be prepared on the basis of the material submitted by the applicant, which is assessed in relation to the following:

- The qualification level of the position in question, as described in the [Ministerial Order on Job Structure for Academic Staff at Universities](#) (in Danish)
- "Criteria for appointment - assistant professor or tenure track assistant professor" ([Danish/English](#)) and the "Template for assessment - assistant professor or tenure track assistant professor" ([Danish/English](#)).
- The position as described in the wording of the job advertisement/the academic description of the position.

It should be noted that the "Criteria for appointment - assistant professor or tenure track assistant professor" supplements the qualification requirements in the job structure in the case of appointments to assistant professor or tenure track assistant professor. It is important to emphasise that the criteria are intended as a guide and that they are not rules. An assessment will always be based on an overall assessment of the applicant, just as all criteria must be viewed in the light of the individual applicant's active research time (including the length of any periods of leave), potential and the academic area in question.

Requirements for the content and design of an assessment are stated in the "Template for assessment - assistant professor and tenure track assistant professor" ([Danish/English](#)).

<sup>20</sup> See section 23 in Aarhus University By-laws.

### *3.5.8.2 Period of validity*

Assessments made in accordance with these guidelines are valid for the entire period of employment for permanent appointments.

The assessment applies for fixed-term appointments extended without advertisement pursuant to the Appointment Order<sup>21</sup>, provided the extension is within the same job type and with no significant change in job content. If the appointment is extended following an advertisement with other applicants for the position, all applicants must be assessed.

In the case of transition from one job type to another, or if there is a change of position that entails significant changes to the job content of the position, the new employment will require a new assessment.

### **3.5.9 Approval of assessments**

The Head of Department ensures that the formal requirements for the position of assistant professor are met. The Vice-Dean approves the assessments for positions as tenure track assistant professors.

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 committee for additions or revision.

If there is disagreement among the members of the assessment committee, the Head of Department or the Vice-Dean has the final decision-making authority. Differences of opinion between the members of the assessment committee must be stated in the assessment, following which the Head of Department or the Vice-Dean makes the final decision on whether the candidate is assessed as being qualified or not qualified.

Once the final assessment is available, the applicant will receive the committee's assessment of this. This is sent electronically by HR.

## **4. Recommendation for interview and participation in interview**

The department management team and the appointment committee decides on the selection of candidates for job interviews and conducts these once the assessments have been received. The applicant may also be asked to give a test lecture before the appointment is recommended.

For further information about the selection of candidates for job interviews, please see [Guidelines for appointment committees](#).

### **4.1 References**

References should be obtained as part of the efforts to employ the best qualified applicant. Obtaining references requires the consent of the applicant.

For further information about obtaining references, please see ["Guidelines for obtaining references"](#).

## **5. Recommendation and decision regarding appointment**

After an interview has been held, the appointment committee advises the Head of Department regarding which applicant is to be recommended for appointment. The Head of Department can now discuss the recommendation with the department management team, before the Head of Department takes a decision regarding which applicant is to be recommended for appointment. The Head of Department then recommends the appointment via the employee registration system (*Medarbejderstamkort*).

<sup>21</sup> Sections 7 (appointment without advertisement), 8 (earmarked grants) and 9 (appointment and renewal for up to one year)

## 6. General recruitment information

### 6.1 Expenses in connection with recruitment

Expenses (advertising, fees and official travel expenses) are paid by the department.

### 6.2 Objections regarding assessment

*If HR receives objections from applicants regarding the committee's composition:*

HR refers the objection to the Head of Department and Vice-dean. Objections may be made according to the Danish Public Administration Act, as the appointment process is an administrative act. HR assists with the case processing. The recruitment is suspended while the objection is being processed.

*If the Head of Department receives objections regarding the committee's composition:*

The Head of Department immediately forwards the objection to HR who will take further action, including involving the Vice-dean. The recruitment is suspended while the objection is being processed.

*If HR receives objections from applicants concerning the assessment:*

HR notifies the Head of Department and the Vice-dean and agree on the procedure to be followed. HR requests a statement from the assessment committee by sending the objection to the chair of the committee, who coordinates the committee's statement and sends its response to HR as soon as possible and within eight days. The recruitment is suspended while the objection is being processed.

*If the Head of Department receives objections from applicants concerning the assessment:*

The Head of Department immediately forwards the objection to HR who will take further action, including involving the Vice-dean. HR requests a statement from the assessment committee by sending the objection to the chair of the committee, who coordinates the committee's statement and sends its response to HR as soon as possible and within eight days. The recruitment is suspended while the objection is being processed.

### 6.3 Duty of disclosure upon request

Applicants to all scientific positions have a right (upon request) to be informed of the names of the persons (Head of Department and the Vice-dean/Dean) who have participated in the decision regarding the appointment. Applicants also have the right to information on the names of persons who have had a consultancy role in the appointment process.

## 7. Earmarked grants

In the case of earmarked grants, the specific position is not advertised. Assistant professor positions where **at least 50 % of the position is externally financed and earmarked for a named person**, are exempt from the requirement of being advertised. If the position is not advertised, then the desired candidate is requested to upload an application including CV, list of publications etc. via a specific application link.

The appointment process for assistant professor positions is then followed as described above.