
GUIDELINES FOR HEADS OF DEPARTMENT - APPOINTMENT OF CLINICAL PROFESSORS

AT HEALTH, AARHUS UNIVERSITY

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



Table of contents

1. General information on clinical professor appointments.....	2
1.1 Delegation.....	2
1.2 Scope of the guidelines.....	2
1.3 Target group and legal framework.....	2
1.4 Recruitment norms.....	2
2. General information on clinical professor appointments.....	3
3. General information on job advertisements, assessment committees and appointments....	6
3.1. Job advertisements.....	6
3.1.1 Exemptions to the requirements for job advertisements.....	7
3.2 Regarding clinical professors and chairs.....	7
3.3 Search Committee.....	7
3.4 Appointment committee.....	7
3.4.1 Composition of the appointment committee.....	8
3.5 Assessment committee.....	8
3.5.1 Definition of an assessment committee.....	8
3.5.2 Eligibility requirements for assessment committees.....	8
3.5.3 Composition of assessment committees.....	9
3.5.4 Recommendation of members to the assessment committee.....	9
3.5.5 Approval of assessment committees.....	9
3.5.6. Remuneration.....	10
3.5.7 Assessment.....	10
3.5.7.1 Requirements and content.....	10
3.5.7.2 Period of validity.....	10
3.5.8 Approval of assessments.....	10
4. Recommendation for interview and participation in interview.....	10
5. Recommendation and decision regarding appointment.....	11
6. General recruitment information.....	11
6.1 Expenses in connection with recruitment.....	11
6.2 Objections regarding assessment.....	11
6.3 Duty of disclosure upon request.....	11
7. Earmarked grants.....	11
8. Use of shortlisting.....	12
8.1 Prerequisites for the use of shortlisting.....	12
8.2 Shortlisting process.....	12

1. General information on clinical professor appointments

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-dean for Research in accordance with these faculty guidelines.

1.2 Scope of the guidelines

These guidelines cover the appointment of clinical professors, including clinical professor and chairs, at Aarhus University (AU), Health, regardless of geographical location.

The guidelines cover all clinical 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 the Appointment Order's section 7 (appointment without advertisement), 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;
- Aarhus University's By-laws: <http://www.au.dk/en/about/organisation/index/rules-regulations/01/01-02-aarhus-university-by-laws/>;
- The ministerial order on appointment of academic staff at universities (The Appointment Order).
- Circular on the agreed minutes for certain terms of employment for academic staff at universities.
- Memorandum of 2013 on the job structure for academic staff at universities.
- Consolidation Act on Fixed-Term Employment.
- The salary scale of the Danish Ministry of Finance.

1.4 Recruitment norms

The field of applicants for scientific positions at professor level must reflect the recruitment norms at Health. 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 is advertised.

2. General information on clinical professor appointments

Below is a general checklist for the appointment process for clinical professor positions.

CHECKLIST: EMPLOYMENT IN CLINICAL PROFESSORSHIPS	
The checklist also includes – with relevant modifications – positions that <u>are not advertised</u> in accordance with the Appointment Order's Sections 7 (appointment without advertisement), 8 (earmarked grants) and 9 (appointment and renewal for up to one year).	
JOB ADVERTISEMENT	
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 the appointment committee and search committee with the department's associate professors, senior researchers and professors or representatives of these groups.
Head of Department	<p>Consults with the Vice-dean for Research in connection with all positions as clinical professor. 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"> • 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.). • Financing. • Preliminary proposal for the assessment committee (in particular assessors from outside AU). • Proposal for a search committee. • Preliminary proposal for an appointment committee. • Preliminary process plan for current recruitment (supported by HR).
Head of Department	Appoints search committee.
Head of Department	Sends the job advertisement text to HR.
HR	Assists with advice on the formal requirements of the advertisement text, choice of media, schedule for the whole appointment process etc. As a rule, clinical professorships must be advertised internationally.
HR	Incorporates the text/academic text in the e-recruitment system.
HR	Sends the advertisement text via the e-recruitment system for approval by the Head of Department.
Head of Department	Approves the job advertisement and informs HR if others than the appointment committee, including the Head of Department, should have access to the management portal and thereby the job advertisement and applications. (For Sections 7, 8 & 9, approves the academic job description).
HR	Publishes the job advertisement in the selected media always including AU's website and jobnet.dk.
HR	Gives the Head of Department and other relevant persons access to the management portal.
APPLICATION	
Applicant	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).

HR	An automatic confirmation that the application has been received is sent to the applicant via the e-recruitment system.
SELECTION OF APPOINTMENT COMMITTEE MEMBERS	
HR	After the expiry of the deadline for applications, sends the names of the applicants via the e-recruitment system to the Head of Department and requests that the Head of Department submit a proposal for the appointment of the committee ¹ , where the chairing of the appointment committee is shared between the Head Consultant and the clinical professor. See Section 3.4.1 for composition of the committee.
READVERTISEMENT	
Head of Department	After the deadline, in the case of permanent clinical professorships , the Head of Department, in a dialogue with AUH and assisted by the appointment committee and the chair of the assessment committee, must determine whether there has been a sufficient number of qualified applicants. The assessment includes factors such as qualifications, diversity and area of research. If the assessment is that there has not been a sufficient number of qualified applicants, the position must be readvertised.
SHORTLISTING	
Head of Department	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.
HR	Sends notification immediately after selection to those applicants whose applications are not being sent for assessment. Final rejections are sent at the conclusion of the recruitment process.
ESTABLISHMENT OF THE ASSESSMENT COMMITTEE	
HR	After the expiry of the deadline for applications, sends the names of the applicants via the e-recruitment system to the Head of Department and requests that the Head of Department submit a proposal for the appointment of the committee ² , including the appointment of the chair of the committee. In addition, HR sends declaration of impartiality forms to the Head of Department. See Section 3.5.3 for composition of the committee.
Department management team	Sends the declaration of impartiality form to the members of the committee for signing.
Head of Department	Recommends the committee (via a link in the e-recruitment system) by registering the names of members of the committee together with the following information: <ul style="list-style-type: none"> • Statement of the name, position, place of employment, country and email address of the proposed member of the assessment committee. • CVs must be submitted via a URL.
Head of Department	Replies to the request from HR via the e-recruitment system for the appointment of a committee and attaches signed declarations of impartiality. The Head of Department has thereby registered the committee.
HR	Sends the list of committee members for approval by the Vice-dean for Research.
Vice-dean for research	Approves and appoints the committee.

¹ Appointment committees are required for all advertised clinical professor positions, regardless of whether shortlisting is used or not.

² An emeritus cannot be a member of an assessment committee. The holder of an honorary title can be a member of an assessment committee.

HR	Sends the list of committee members to consultation in the Academic Council with a three-day consultation period.
Academic Council	Undertakes consultation on the committee.
HR	If HR does not receive any comments from the Academic Council within three days, HR informs the applicants via the e-recruitment system of the composition of the committee and the deadline for completion of their assessment work.
HR	Sends an email to the members of the committee with access to the job advertisement and with the applicants' material via the e-recruitment system. The email also contains online access to the faculty's relevant guidelines and policies as well as current rules on assessment and appointments.
ASSESSMENT	
Committee	Assesses the applicants' academic level. For professor assessments, the committee has – depending on the number of applicants – 10-14 weeks to complete the assessment work, unless otherwise agreed.
Committee	Prepares a written assessment of each applicant.
Chair of the committee	Enters the committee's joint assessment of each applicant in an online form in the e-recruitment system.
HR	Sends all the assessments for validation by the committee with a deadline of two working days.
Committee	Validates the assessments.
HR	After two working days, HR sends the assessments for approval by the Vice-dean for Research.
Vice-dean for Research	Approves the assessments.
HR	Sends the individual assessment for each applicant.
HR	Ensures that the committee is reimbursed in accordance with current rules and guidelines.
JOB INTERVIEWS AND RECOMMENDATION FOR APPOINTMENT	
Department management team/Vice-dean for Research	<p>Selects applicants for interview on the basis of the committee's assessment.</p> <p>Between the first and second interview, a trail lecture may be held before recommendation for appointment and meetings may also be arranged with the relevant academic environments.</p> <p>The appointment committee (the Head of Department/Secretary) calls the applicants and invites them to an interview.</p> <p>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 <u>can</u> 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>
Head of Department	(Via HR) sends a recommendation to the Vice-dean for Research.
Vice-dean for Research	Determines whether the recommendation can be accepted and sends (via HR) a reply about appointment to the Head of Department.

Head of Department	Recommends the appointment via the employee registration system (<i>medarbejderstamkort</i>).
OFFER OF EMPLOYMENT	
Head of Department	Informs the selected candidate of the offer of employment.
Head of Department	Once the chosen candidate has accepted the employment offer, the Head of Department informs any internal applicants as well as applicants who were invited to an interview that their applications were rejected.
Head of Department	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.
HR	Prepares an employment contract and sends it to the candidate in question.
HR	Sends rejection letters to the other applicants via the e-recruitment system and as agreed with the Head of Department.
OTHER	
HR	Undertakes the required registering in AUHRA, HR Payroll, researcher recruitment statistics and files the relevant personnel case documents in Workzone.

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

Appointments of clinical professors must take place on the basis of the applicable guidelines for recruitment and in accordance with Aarhus University's seven norms for the recruitment of academic staff. Appointments at Health must be based on the specific recruitment strategy which 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 appointment committee and search committee 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 for Research:

- 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.)
- Financing.
- Preliminary proposal for the assessment committee (in particular assessors from outside AU).
- Proposal for a search committee.
- Preliminary proposal for an appointment committee.
- Preliminary plan for current recruitment (supported by HR).

All positions at clinical professor level must, in principal, 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.

Shortlisting

If shortlisting is used, it must clearly be stated in the job advertisement in question that shortlisting is possible.

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 shortlisting see section 8 "Use of shortlisting".

3.1.1 Exemptions to the requirements for job advertisements

As a rule, all academic positions covered by the job structure must be advertised. However, the following exceptions³ apply⁴:

- 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).
- Appointments for fully externally financed earmarked⁵ grants (see the Appointment Order, section 8).
- Appointments in clinical professorships following appointment without advertisement (see section 7 of the Appointment Order), can only take place in very special cases and require approval by the Vice-dean for Research. Appointment without advertisement may not take place with internal candidates.

3.2 Regarding clinical professors and chairs

For the function of clinical professor and chair the following applies; within each of the medical specialities, a clinical professor and chair is to be appointed from among the clinical professors within the medical speciality. The decision on appointment is taken jointly by Aarhus University and the hospital management (AUH or Mental Health Services in the Central Denmark Region).⁶

3.3 Search Committee

A search committee is appointed when all clinical professor and chair positions are advertised. However, the faculty has decided that fully externally funded⁷ clinical professorships are exempt from the requirements for a search committee. This means that clinical professor positions which are not fully externally financed and earmarked a named person, must be advertised and a search committee must be appointed.

Search committees are a requirement in order to ensure a sufficiently large, diverse pool of high-quality applicants (external applicants, international applicants and applicants of both genders). A search committee is composed of at least three professors/associate professors from the research area in question. It is recommended that one of the members is international e.g. in the form of an honorary professor.

The search committee examines the international market by using their network or similar within the field of research in question. Both genders must thus as far as possible be represented among the applicants, while also taking academic considerations into account. Potential candidates are invited for a site visit which includes giving lectures etc. Potential candidates are then encouraged to apply for the position when the position is advertised.

3.4 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 Following a specific individual assessment, the Vice-dean for Research has the authority to grant exemption from Health's local guidelines.

⁴ For appointments and extensions in accordance with sections 8 and 9, the ordinary rules for the appointment of assessment committees are used.

⁵ "Earmarked" funds are defined as those where one hundred per cent of the position is financed to a named candidate.

⁶ See the agreement on professors and academic coordinators within the healthcare services in the Central Denmark Region of 25 May 2018.

⁷ Full externally financed means that a position is 100% funded by external grants. This means that there is a requirement for a search committee as soon as the financing includes sub-statement 1 funds.

3.4.1 Composition of the appointment committee

An appointment committee⁸ is appointed which undertakes the appointment to the **clinical professorship** and the associated consultant position.

- The chairing of the appointment committee is shared between the Head Consultant and the clinical professor and chair.
- The Head of Department and chair of the assessment committee are automatically members⁹.
- Relevant tenured (as a rule) members of scientific staff.

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

See the "Guidelines for appointment committees" for more information on the committee's tasks.

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.¹⁰

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 academic 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.¹¹ This may, for example, include co-publication, supervisor relations or other types of cooperation, which cannot be considered compatible with the role as assessment committee member

⁸ Positions that are not advertised are exempt from the requirement for an appointment committee.

⁹ There must be no overlapping between the hiring manager carrying out the employment and the chair of the assessment committee.

¹⁰ 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.

¹¹ The Danish Public Administration Act, section 3 (1) (on disqualification)

in relation to the advertised position.¹²

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 years¹³ (see Declaration of impartiality).

Furthermore, Deans, Vice-deans and Heads of Department may not act as members of an assessment 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 clinical professors, irrespective of the length of employment, an assessment committee must be established to prepare a clinical professor assessment.

Clinical professor

An **assessment committee** is appointed consisting of three to five members at professor level, no more than one of whom can be internal and with at least one member from abroad. The assessment committee must thus have a majority of external¹⁴ members.

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.

This is why 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 clinical professorship must themselves be at professorial level.

Recommendations of members of the assessment committee for clinical professors **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.

3.5.5 Approval of assessment committees

The Vice-dean for Research approves committees for all clinical professor positions and ensures that the rules for the composition of committees have been complied with.

The proposed members of the committee must be consulted and have signed a declaration of impartiality before the proposal is sent to HR. For clinical professor positions, once this acceptance and declaration is available, 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/academic 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 to be heard by the Academic Council. The proposal is subsequently submitted to the Vice-dean for Research for approval.

¹²See the memo on the composition of assessment committees at Health in accordance with AU's internally agreed framework of 9 August 2013, section 3.

¹³ 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.

¹⁴ Members from outside AU are defined as members who are not employed at Aarhus University (AU).

3.5.6. 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.

3.5.7 Assessment

An assessment **must be** prepared for the appointment of a clinical professor regardless of the period of employment.

3.5.7.1 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 job structure (see more at au.dk/en/about/vacant-positions/rules-and-regulations/).
- "Criteria for appointment - professor" and "Template the assessment - professor".
- The position as described in the wording of the job advertisement/the academic description of the position.

It should be noted that "Criteria for appointment - professor" supplements the qualification requirements in the job structure in the case of appointments to clinical professorships. 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 - professor".

3.5.7.2 Period of validity

Assessments carried out in accordance with these guidelines for fixed-term positions will remain valid as long as the appointment is within the same job category, if there are no significant changes to the position. Though in the case of fixed-term contracts, the assessment is for a maximum of five years.

A new assessment for fixed-term employment only takes place in the case of transition from one job category to another or if there is a change of position that entails significant changes to the position, or when the assessment is five years old.

In the case of permanent (tenured) positions, the assessment is valid throughout the period of employment.

3.5.8 Approval of assessments

The Vice-dean for Research ensures that the formal requirements of an assessment are met for clinical professor positions (see the checklist in section 2).

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.

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 trial lecture before the appointment is recommended.

5. Recommendation and decision regarding appointment

After the job interviews have been held, the appointment committee advises the Head of Department regarding 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. The Head of Department sends a recommendation (via HR) to the Vice-dean for Research.

The Vice-dean for Research decides whether to accept the recommendation.

The Head of Department then recommends the appointment via the employee registration system (*medarbejderstamkort*).

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 the Vice-dean for Research. 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.

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 for Research.

If HR receives objections from applicants concerning the assessment:

HR requests a statement from the committee. The objection is sent to the chair of the committee, who coordinates the committee's statement and sends its response return to HR as soon as possible and within eight days. The Head of Department and the Vice-dean for Research are notified and agree on the procedure to be followed.

If the Head of Department receives objections, including the committee's assessment of the complainant's qualifications:

The Head of Department immediately forwards the objection to HR who will take further action, including involving the Vice-dean for Research.

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 Vice-dean for Research/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. Clinical professor positions **which are 100 % externally financed and earmarked a named person and earmarked for a named person**, are exempt from the requirement to advertise. Instead, the desired candidate is requested to upload an application including CV, list of publications etc. via a specific application link.

The appointment process for clinical professors is subsequently followed, as described above (see the checklist in section 2).

8. Use of shortlisting

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

8.1 Prerequisites for the use of shortlisting

It must clearly be stated in the job advertisement in question that shortlisting may be utilised.

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 – in accordance with an initial academic review – assessed as best able to meet the relevant qualifications, competences, experience and potential demanded in the job advertisement.

8.2 Shortlisting process

The Head of Department has decision-making authority to select applicants for an assessment of their academic qualifications by the assessment committee. With the assistance of the appointment committee and the chair of the assessment committee, the Head of Department selects those applicants who will receive an assessment of their academic and 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, competences, experience and potential described in the job advertisement, including the faculty's criteria for appointments.

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 are selected for an academic assessment, unless there are fewer applicants or fewer applicants than this after obviously unqualified applicants have been left out of consideration. HR will immediately notify the applicants who do not proceed to the academic assessment immediately after the shortlisting. HR also informs the applicants who proceed to the academic assessment. At the same time, these applicants will be informed of the composition of the assessment. Final rejections are sent to the applicants who have been selected for assessment at the end of the recruitment process.