GUIDELINES FOR DEPARTMENT HEADS ON THE APPOINTMENT OF ACADEMIC STAFF AT HEALTH, AARHUS UNIVERSITY

Prepared by the faculty management team. Health.
In force from 1 March 2016
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1. GENERAL INFORMATION ON APPOINTING ACADEMIC STAFF

1.1 Delegation
The dean is responsible for recruiting staff at Health and for ensuring that the recruitment is in accordance with applicable laws, rules and guidelines. The dean has delegated the recruitment authority to the department head in accordance with these faculty guidelines.

1.2 Scope of the guidelines
These guidelines deal with the appointment of all academic staff at Aarhus University, Health, irrespective of their geographical affiliation or staff category (see the list below). In addition to these general guidelines, each department has prepared an overview of the department’s specific appointment process for career-track positions and academic positions with the character of such career-track positions, in which the aspect of staff inclusion at the relevant department is detailed and specified. The department’s specific appointment process can also be found on Health’s website under “Vacant positions”.

To view the specific appointment process at Health, please refer to the “The concrete process for members of academic staff”.

<table>
<thead>
<tr>
<th>Categorisation</th>
<th>Job types</th>
<th>Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic career-track positions and academic positions with the character of such career-track positions</td>
<td>Assistant professor, Researcher, Tenure track employment, Associate professor, Clinical associate professor, Senior researcher, Professors with special responsibilities (MSO), Clinical professor, Professor</td>
<td>Ensuring the inclusion of staff in the entire recruitment process is compulsory.</td>
</tr>
<tr>
<td>Academic positions (Non-career track positions)</td>
<td>Teaching assistant, Research assistant, Clinical assistant, Postdoc, Visiting scholar/visiting lecturer, Teaching assistant professor, Teaching associate professor, Part-time lecturer, Clinical instructor, Senior clinical instructor of dentistry</td>
<td></td>
</tr>
<tr>
<td>Honorary titles</td>
<td>Honorary associate professor, Honorary professor</td>
<td></td>
</tr>
</tbody>
</table>

The guidelines cover the above-mentioned academic appointment, 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 department heads at Health. The guideline is based on the following applicable legislation and guidelines:

- The Danish University Act: [www.retsinformation.dk/Forms/R0710.aspx?id=168797](http://www.retsinformation.dk/Forms/R0710.aspx?id=168797)
- Aarhus University’s By-laws: [www.au.dk/om/organisation/regelsamling/0%3A-styrelse,-administration/01/01-02-vedtaegt-for-aarhus-universitet/](http://www.au.dk/om/organisation/regelsamling/0%3A-styrelse,-administration/01/01-02-vedtaegt-for-aarhus-universitet/)
- The Ministerial order on the appointment of academic staff at Danish universities (The Appointment Order) [http://jobsys.au.dk/link2/ansaettelsesbekendtgoerelsen](http://jobsys.au.dk/link2/ansaettelsesbekendtgoerelsen)

1 Academic career-track positions and academic positions with the character of such career-track positions will in future be referred to as career-track positions.
2 Academic positions (non-career track positions) will in future be referred to as non-career-track positions.
3 The term visiting scholar/lecturer is explained in the document “The concrete process for members of academic staff”.

GUIDELINES FOR DEPARTMENT HEADS ON THE APPOINTMENT OF ACADEMIC STAFF AT HEALTH, AARHUS UNIVERSITY
1.4 Recruitment base
The field of applicants for academic positions at assistant professor, associate professor and professor level must reflect the recruitment base. Both genders must thus as far as possible – while also taking academic considerations into account – be represented among the applicants. A search committee may explore these opportunities before the position is advertised. If there are not applicants of both genders in connection with the advertising of career-track positions, the department must submit a written account for this to the dean.

2. APPOINTMENT PROCESSES FOR ACADEMIC POSITIONS

2.1 Appointment process for career-track positions
Below is a general checklist for the appointment process for career-track positions.

### PROCESS SUMMARY

**Employment in career-track positions**
The checklist also includes – with relevant modifications - positions that are not advertised in accordance with the Appointment Order’s sections 7 (search committee/appointment without advertisement), 8 (earmarked grants) and 9 (appointment and renewal for up to one year).

#### JOB ADVERTISEMENT

<table>
<thead>
<tr>
<th>Department management team</th>
<th>Discusses the proposal for appointment within a given subject area at the department with the department’s associate professors, senior researchers and professors, or a representative group of these.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department head</td>
<td>Consults with the dean at bilateral meetings before initiating the job advertisement and appointment process.</td>
</tr>
<tr>
<td>Department head</td>
<td>Approves the job advertisement. (For sections 7, 8 &amp; 9, approval of academic job description).</td>
</tr>
</tbody>
</table>

#### APPLICATION

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Submits application via AU’s website. (Not applicable to section 7, 8 &amp; 9)</th>
</tr>
</thead>
</table>

#### APPOINTMENT OF ASSESSMENT COMMITTEE/EXPERT COMMITTEE

<table>
<thead>
<tr>
<th>Department management team</th>
<th>Consults an academic group of peers among the department’s permanent academic staff on proposals for members of the assessment committee/expert committee, following which the department head recommends the committee.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Academic Council</td>
<td>Consultation on assessment committee/expert committee.</td>
</tr>
<tr>
<td>The dean</td>
<td>Approves/appoints assessment committee/expert committee.</td>
</tr>
</tbody>
</table>

#### ASSESSMENT/EXPERT STATEMENT

<table>
<thead>
<tr>
<th>Assessment committee/expert Committee</th>
<th>Carries out the assessment of the applicants’ academic level.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department head</td>
<td>Approves assessment/expert statement.</td>
</tr>
</tbody>
</table>

#### APPOINTMENT

<table>
<thead>
<tr>
<th>Department management team</th>
<th>If relevant, selects applicants for interview on the basis of the committee’s assessment and appoints the appointment committee. (Not applicable to sections 7&amp; 8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment committee</td>
<td>Holds interviews and collects any statements from references.</td>
</tr>
<tr>
<td>Department management team</td>
<td>Consults with an academically relevant group of peers from among the permanent academic staff regarding the recommendation for appointment.</td>
</tr>
<tr>
<td>Department head</td>
<td>Recommends appointment with information on the number of applicants, number of interviews, agreement/difference of opinion on the applicants and grounds for recommendation.</td>
</tr>
<tr>
<td>The dean</td>
<td>Decides whether to accept the recommendation and ensures that quality targets and rules are followed.</td>
</tr>
</tbody>
</table>

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* Please refer to the table in section 1.2, p. 3.
* See “The concrete process for members of academic staff”.
* An academic group of peers is defined as a smaller group of employees at associate professor and/or professor level.
* An academically relevant group of peers is defined as a limited group of employees – approx. one to three persons – who meet the eligibility requirements.
2.2 Appointment process for non-career-track positions

Below is a general checklist for the appointment process for non-career-track positions.

**PROCESS SUMMARY**

The process summary 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).

<table>
<thead>
<tr>
<th>JOB ADVERTISEMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department management team</td>
<td>Decides to advertise the position.</td>
</tr>
<tr>
<td>Department head</td>
<td>Approves the job advertisement. (For section 8 &amp; 9, approval of academic job description).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPLICATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant</td>
<td>Submits application via AU’s website. (Not applicable to section 9)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPOINTMENT OF ASSESSMENT COMMITTEE/EXPERT COMMITTEE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department management team</td>
<td>Recommendation of assessment committee/expert committee.</td>
</tr>
<tr>
<td>Department head</td>
<td>Approves/appoints assessment committee/expert committee.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSESSMENT/EXPERT STATEMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment committee/expert Committee</td>
<td>Carries out the assessment of the applicants’ academic level.</td>
</tr>
<tr>
<td>Department head</td>
<td>Approves assessment/expert statement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPOINTMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department head</td>
<td>If relevant, selects applicants for interview on the basis of the committee’s assessment and appoints the appointment committee. (Not applicable to section 8)</td>
</tr>
<tr>
<td>Appointment committee</td>
<td>Holds interviews and collects any statements from references.</td>
</tr>
<tr>
<td>Department head</td>
<td>Decides on employment.</td>
</tr>
</tbody>
</table>

2.3 The process for honorary titles

Below is a schematic overview of the process for honorary titles.

**PROCESS SUMMARY**

Award of the honorary titles of honorary associate professor and honorary professor

<table>
<thead>
<tr>
<th>MATERIAL FOR HONORARY AWARD PROCESS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department head</td>
<td>Sends the academic job description together with CV, research plan, list of publications, up to 10 publications and teaching portfolio to Health, HR for the candidate to the honorary title in question.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPOINTMENT OF ASSESSMENT COMMITTEE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department management team</td>
<td>Consults with relevant peers, after which the department head makes the recommendation of the assessment committee.</td>
</tr>
<tr>
<td>Academic Council</td>
<td>Consultation on the assessment committee</td>
</tr>
<tr>
<td>The dean</td>
<td>Approves/appoints assessment committee</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSESSMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment committee</td>
<td>Carries out the assessment of the applicants’ academic level.</td>
</tr>
<tr>
<td>The dean</td>
<td>Approves assessment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HONORARY TITLES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The dean</td>
<td>Awards the honorary title of honorary associate professor or honorary professor.</td>
</tr>
</tbody>
</table>

* In future, Health, HR should be referred to as HR.
3. GENERAL INFORMATION ON JOB ADVERTISEMENTS, ASSESSMENT COMMITTEES AND APPOINTMENTS

3.1. Job advertisement
In accordance with the department’s appointment strategy/recruitment strategy/job position plan, the department management team decides which job to advertise.

The department head consults with the dean at a bilateral meeting before initiating the process regarding job advertisement and appointment, if the job advert relates to career-track positions.

The department management team can advertise non-career-track positions. These types of positions do not require staff inclusion prior to the advertising of the position (e.g., the template for job advertisement).

As a rule, all positions covered by the job structure must be advertised. Positions at professor and associate professor level must be advertised internationally, unless special academic circumstances apply (see the Appointment Order, section 3). The department head is authorised to decide how this requirement can be most appropriately met.

3.1.1 Exemptions to the requirements for job advertisements
However, the following exceptions apply:

- Pursuant to section 9 of the Appointment Order, appointments/extensions in all job categories (with the exception of professor with special responsibilities (MSO)) 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). In case of appointment and extension in accordance with section 9, the ordinary rules for the appointment of assessment committees are used.

- Appointments for earmarked grants (see section 8 of the Appointment Order): for appointments and extensions in accordance with section 8, the ordinary rules for the appointment of assessment committees are used.

- Appointments in professorships or associate professorships following search committee/appointment without advertisements (see section 7 of the Appointment Order), only take place in very special cases and must be approved by the dean.

3.2 Assessment committee/expert 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 assessors, this must be stated in the assessment.”

AU’s senior management team 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 fill in and possibly narrow down this framework.

Pursuant to the Ministerial Order on Appointment of Academic Staff at Universities and the university’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 3.2.3).

In connection with the composition of assessment committees, an equal distribution of men and women should be sought.

3.2.1 Definition of expert committee/assessment committee
Expert Committee:
An expert committee will prepare an expert statement (see section 3.3.1).

Assessment committee:
An assessment committee will prepare an assessment (see section 3.3.2).
3.2.2 Eligibility requirements for expert committee/assessment committee
To ensure that the expert statement/assessment of applicants for academic positions is not affected by irrelevant considerations, no member of the committee may be deemed legally incompetent 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. 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 in relation to the advertised position. 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 (see the Declaration of impartiality).

Furthermore, deans, vice-deans and heads of department must 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.

3.2.3 Composition of committees

3.2.3.1 Academic appointments/extensions for up to one year
For the composition of committees for appointments that in total and including any extension (including section 8 earmarked grants) last for up to one year (e.g. 1 January to 31 December), the rules outlined below are applicable.

Non-career-track positions:
Research assistant, clinical assistant, part-time lecturer, clinical instructor, senior clinical instructor of dentistry, teaching assistant, postdoc, teaching assistant professor, teaching associate professor
An expert committee is appointed consisting of up to two internal assessors at associate professor level or higher.

Career track positions:
Assistant professor, researcher and clinical associate professor
An expert committee is appointed consisting of up to two internal assessors at associate professor level or higher.

Associate professor and senior researcher
An expert committee is appointed consisting of two assessors at associate professor level or higher. As a rule, at least one of the members should be from outside Aarhus University.

Professor and 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.

Professor with special responsibilities (MSO)
A professor with special responsibilities (MSO) is employed for a minimum of three years and is therefore not mentioned further in this section.

Honorary titles:
Honorary titles are awarded for a minimum of five years and are therefore not mentioned further in this section.

3.2.3.2 Academic appointments/extensions of more than one year
For the composition of committees for appointments that in total and including any extension (including section 8 earmarked grants) exceed one year, the rules outlined below are applicable.

Non-career track positions:
Research assistant, clinical assistant, part-time lecturer, clinical instructor, senior clinical instructor of dentistry, teaching assistant, postdoc, teaching assistant

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11 When there is both an expert committee and an assessment committee, the term committee will be used.
12 See the Danish Public Administration Act, Section 3 (1) (on disqualification).
13 See the memo on the composition of assessment committees at Health in accordance with AU's internally agreed framework of 9 August 2013, page 1.
14 See the memo on the composition of assessment committees at Health in accordance with AU’s internally agreed framework of 9 August 2013, page 3.
15 Only special cases and with a statement of grounds may an appointment for less than three years be made in accordance with the agreement on clinical associate professors at universities under the Ministry of Science, Innovation and Higher Education (The Ministry of Education).
An expert committee is appointed consisting of up to two members at associate professor level or higher. There are no requirements as to whether the members should be internal or external.

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

Teaching assistant professor
An assessment committee is appointed consisting of to two members at associate professor level or higher. As a rule, at least one of the members should be from outside Aarhus University.

Teaching associate professor
An assessment committee is appointed consisting of to three members at associate professor level or higher. As a rule, at least two of the members should be from outside Aarhus University and ideally from abroad.

Career-track positions and honorary titles:
Assistant professor, researcher
An assessment committee is appointed consisting of to two members at associate professor level or higher. As a rule, at least one of the members should be from outside Aarhus University and ideally from abroad.

Tenure track
An assessment committee is appointed consisting of at least three members at associate professor level or higher and ideally one at professor level. Of these, two external and at least one member must be from abroad.

An interim evaluation is carried out halfway through the tenure track programme. The department conducts this evaluation with contributions from two-three external reviewers (researchers in the field) at associate professor level or higher, ideally with participation of one member from the initial assessment committee.

In accordance with AU’s guidelines, the assessment in connection with transfer to tenure as associate professor must be carried out well in advance and no later than the end of the fifth year of employment as assistant professor. The employee may also, however, nominate his or herself for earlier academic assessment. The assessment process may also be brought forward if such a step is deemed necessary to retain particularly talented employees.

Associate professor, senior researcher, clinical associate professor and honorary associate professor
An assessment committee is appointed consisting of three to five members, preferably at professor level, no more than one of whom can be internal while the rest must be external and ideally from abroad.

Professor, clinical professor, professor with special responsibilities (MSO) and honorary 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.

3.2.4 Recommendation of members to the committee
Internal assessors may not be part of the managerial structure at the department in question, as they make decisions regarding appointment. External assessors must be independent of the department.

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 professorship must themselves be at professorial level.
3.2.4.1 Expert committee

**Non-career-track positions for up to one year:**
For non-career-track positions, the recommendation of members of the expert committee must be accompanied by a CV in the form of a URL and the proposed assessor’s name, position, place of employment, country and email.

**Non-career-track positions of more than one year:**
For non-career-track positions, the recommendation of members of the expert committee must be accompanied by a CV in the form of a URL and the proposed assessor’s name, position, place of employment, country and email.

**Career-track positions for up to one year:**
For career-track positions excluding professorships, the recommendation of members of the expert committee must be accompanied by a CV in the form of a URL and the proposed assessor’s name, position, place of employment, country and email.

3.2.4.2 Assessment committee

**Non-career-track positions of postdoc, teaching assistant professor and teaching associate professor for more than one year**
Recommendation of members of assessment committees for postdoc, teaching assistant professor and teaching associate professor must be accompanied by a CV (which must be submitted via a URL) and the proposed assessor’s name, position, place of employment, country and email.

**Professorships and honorary titles (regardless of the length):**
See the section on “Career-track positions of more than one year”.

**Career-track positions of more than one year:**
Recommendation of members of assessment committees for career-track positions of more than one year, as well as professorships and honorary titles (regardless of length), must contain the following:
- The name, position, place of employment, country of residence and email address of the proposed assessor.
- CVs must be submitted via a URL.
- Brief explanation of the academic level, preferably within all of AU’s four core activities: research, talent development, knowledge exchange and education (background, expertise and international profile).
- Total number of publications.
- Assessors’ individual statements confirming their impartiality: Members of assessment committees may only to a very limited extent be involved in joint publications and projects with applicants, and may only in exceptional cases have had joint publications within the past five years. Signed declaration of impartiality is attached.

3.2.5 Approval of committee

The dean approves committees for all career-track positions as well as honorary titles and ensure that the rules for the composition of committee have been complied with.

The dean approves committees for all non-career-track positions as 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 career-track 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.

3.2.6. 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.

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16 See the memo on the composition of assessment committees at Health in accordance with AU’s internally agreed framework of 9 August 2013, page 1.
3.3 Expert statement or assessment?

3.3.1 Expert statement
An expert statement may be prepared in connection with appointments in the following cases:
• Career-track positions for up to one year excluding professorships.
• Non-career-track positions (regardless of the length of the appointment). Postdoc, teaching assistant professor and teaching associate professor, though only up to one year of employment.

3.3.1.1 Requirements and content
The expert statement 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 (more at au.dk/om/stillinger/love-og-regler/).
• The content of the position, as described in the words of the job advertisement/the academic description of the position. Requirements for the content and design of an expert statement are stated in the template for expert statement (see the guidelines for expert statements).

3.3.1.2 Period of validity
Non-career track positions:
• Expert statements are valid for the whole period of employment where employment is within the same job category, and where there are not significant changes to the position. If it is the case that the content of the position changes significantly, the changes in the position will be equated with a new appointment.
• Expert statements for visiting scientists and guest lecturers are also applicable for future visiting and guest appointments for the person in question.
• However, for postdocs, teaching assistant professors and teaching associate professors, these are only applicable for one year. After this period, an assessment must be carried out (see section 3.3.2).

Career track positions:
• Expert statements for positions with employment for up to one year (including extensions) are applicable for one year. After this period, an assessment must be carried out. For professorships, however, see section 3.3.2.

3.3.2 Assessment
An assessment must be prepared in connection with appointments in the following cases:
• Career-track positions, postdoc, teaching assistant professor and teaching associate professor with a total period of employment of more than one year (including any extensions) as well as honorary titles and professorships (regardless of the length of employment).

An assessment may be prepared in connection with appointments in the following cases:
• Career-track positions, postdoc, teaching assistant professor and teaching associate professor with a total period of employment of less than one year (including any extensions) initiated at the request of the department head, though this is not a requirement.

3.3.2.1 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/om/stillinger/love-og-regler/).
• “The criteria for appointment of academic staff at Aarhus University, Health” and
• The content of the position, as described in the words of the job advertisement/the academic description of the position.
It should be noted that “The criteria for appointment of academic staff at Aarhus University, Health” supplements the qualification requirements in the job structure in the case of appointments to positions at assistant professor, associate professor and professor level. 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 assessments (see the guidelines for assessment committees).

### 3.3.2.2 Period of validity
Assessments are valid for the whole period of employment where employment is within the same job category, and where there are not significant changes to the position. This means that a new assessment is only carried out in the case of transition from one job category to another or where a change of position entails significant changes to the position. If it is the case that the content of the position changes significantly, the changes in the position will be equated with a new appointment.

### 3.3.3 Approval of expert statements/assessments
The dean ensures that the formal requirements of an assessment are met for honorary titles.

The department head ensures that the formal requirements of an expert statement/assessment are met for both career-track positions and non-career-track positions (see the process summary sections 2.1 & 2.2).

If the expert statement/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.

The applicant receives the committee’s expert statement/assessment once the final version is available. This is sent electronically by HR.

### 4. INCLUSION
To ensure an efficient recruitment process, the department’s permanent academic staff must be included in the appointment process in regard to career-track positions.

As a minimum, the faculty’s framework for inclusion in the appointment process takes place in accordance with the overview below. The individual department is responsible for filling in the framework for inclusion.

#### 4.1 Impartiality and duty of confidentiality
The rules on disqualification in connection with the composition of assessment committees are also applied in connection with staff inclusion in the appointment process. This means that a person cannot be involved in a specific appointment process if he or she has specific personal or financial interests in the case, including family relations or personal or professional relationships, which may be deemed as incompatible with the specific inclusion in the actual case. In specific cases, there may also be an expanded conflict of interest issue.

Furthermore, the duty of confidentiality is extremely relevant in connection with the staff inclusion process, as the employees will gain insight into confidential information and specific appointments.

#### 4.2. Staff inclusion in relation to job advertisements
Prior to advertising career-track positions, the department management team consults with the department’s associate professors, senior researchers and professors, or a representative group of these, regarding the job advertisement.

Staff inclusion presupposes the opportunity of real participation. This can take place in the form of meetings that all – or a representative subgroup – have the opportunity to attend. After a specific assessment, it may also be sufficient to consult the group in question via email.

The department head subsequently consults with the dean at a bilateral meeting before the process of advertisement and appointment is initiated.
4.3 Staff inclusion in the appointment of committees
Before the committee is appointed, the department management team consults an academic group of peers among the department’s permanent academic staff. An academic group of peers is defined as a smaller group of employees at associate professor or professor level. In the case of appointments of professors, the group solely comprises employees at professorial level.

The department head is responsible for selecting relevant employees who are able to supplement the department management team with the required academic knowledge with a view to ensuring the quality of the academic assessment/expert statement. This includes ensuring a relevant composition of the committee and that the competences and qualifications of the assessors match the position in question.

The department management team is responsible for assessing the scope of the staff inclusion and the number of peers to include.

Neither internal applicants nor members of the department management team can be part of the academic group of peers.

4.4 Staff inclusion in the selection of applicants
Before the department head requests a recommendation for appointment from the dean, the department management team consults with an academically relevant group of peers among the department’s permanent academic staff.

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17 An academic group of peers is defined as a smaller group of employees at associate professor and/or professor level.
18 An academically relevant group of peers is defined as a limited group of employees - approx. one to three persons - who meet the eligibility requirements.
An academically relevant group of peers is defined as a smaller group of employees – approx. one to three persons – who meet the eligibility requirements. The department management team and the group of employees have a duty of confidentiality in relation to the applicants.

The department head is responsible for selecting relevant employees who are able to supplement the department management team with the required academic knowledge for ensuring the quality of the applicants chosen, so they can contribute to fulfilling the department's strategy, including the development of the subject area in question.

The department management team is responsible for assessing the scope of the staff inclusion and the number of peers to include.

Any internal applicants cannot participate in the academically relevant group of peers. Members of the assessment committee in question cannot be part of the group of peers.

4.5 Consultation in the academic council
Following the consultation between the department management team and a group of peers among the department’s permanent academic staff on the proposal for the composition of the committee is sent via HR to the academic council for consultation.

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 to have been heard by the academic council. The proposal is subsequently submitted to the dean for approval, after which the dean appoints the committee.

5. RECOMMENDATION FOR INTERVIEW AND PARTICIPATION IN INTERVIEW
The department management team decides on the selection of candidates for job interviews and conducts these once the assessments/expert statements have been received. It is not a requirement that interviews are held in connection with academic positions.

The applicant may also be asked to give a test lecture before the appointment is recommended.

For non-career-track positions, the department head selects applicants to interview for the position.

For career-track positions, the department management team selects applicants to interview for the position, possibly in consultation with an academically relevant group of peers among the department’s permanent employees. The department head and an academically relevant group of peers – possibly with a representative from HR (after special agreement) – may participate in the interviews. Interviews will be based on the criteria that Health has adopted as relevant criteria for appointment.

6. RECOMMENDATION AND DECISION REGARDING APPOINTMENT
The department head makes the final decision on appointments to non-career-track positions.

All recommendations for appointments to career-track positions must be approved by the dean. The head of department sends the recommendation for appointment together with a briefing on the inclusion process (including the composition of the group) to HR with any comments and reservations. HR obtains the dean’s accession to the appointment.

Before a recommendation regarding appointment is sent to the dean, the department management team consults with an academically relevant group of peers among the department’s permanent academic staff. The dean decides whether to accept the recommendation.