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# GUIDELINES FOR DEPARTMENT HEADS AND ADMINISTRATIVE CENTRE MANAGERS ON TECHNICAL AND ADMINISTRATIVE APPOINTMENTS AT HEALTH, AARHUS UNIVERSITY

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Prepared by the faculty management team, Health.  
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## 1. GENERAL INFORMATION ON THE APPOINTMENT OF TECHNICAL AND ADMINISTRATIVE STAFF

### Delegation

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

### 1.2 Scope of the guidelines

These guidelines deal with the appointment of technical and administrative staff (TAP) at Aarhus University, Health, irrespective of their geographical affiliation or staff category within the technical and administrative area.

### 1.3 Target group and legal framework

The target group for these guidelines are department heads and administrative centre managers at Health. The guideline is based on the following applicable legislation and guidelines:

## 2. Job postings

As a rule, all technical and administrative positions must be advertised. However, advertisements may be omitted in connection with holiday relief, temporary positions and other short-term employment that is not expected to exceed one year. Expected processing times in connection with the appointment of technical and administrative staff are stated in "Processing time for appointing technical and administrative staff".

### 2.1 The job advertisement

Positions must be advertised on the Aarhus University website via the e-recruitment system PeopleXS and on jobnet.dk. In addition, the appointment committee undertakes a specific assessment of whether the job should be advertised in other ways, for example in newspapers and/or relevant journals and/or other job portals.

The advertisement must contain the following information:

- Job description (must be the same in the announcement and the letter of appointment).
- Job description (job functions) and required qualifications.
- Probationary period (if applicable – see section 3.5).
- Area of employment.
- The actual workplace – place of employment.
- Employment rate/opportunity for part-time.
- The (joint) collective agreement/trade union agreement covering the position.
- The position's pay grade (including position-related pay supplements).
- Application deadline (must be a minimum of 14 days. The deadline for receiving the application must also be stated here).
- If the position is to be filled as a limited tenure, this option must also be stated in the job advertisement.
- If the position is to be filled as a limited tenure, and the person in question is offered a fallback employment option, this may also be stated already in the job advertisement.
- In addition, it must as far as possible be stated in the advertisement whether that advertisement comprises one or more positions.

You are always welcome to contact Health, HR<sup>1</sup> for sparring on profiling the job advertisement and in relation to strategy and staff planning.

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<sup>1</sup> In future, Health, HR will be referred to as HR

## 2.2. Advertisements for fixed-term or project-specific appointments

A fixed term or project-specific contract of employment may be entered into for an already agreed period of time or for the performance of a specific task. Such employment entails that the employment is terminated when the fixed-term has elapsed, or when the task has been carried out<sup>2</sup>.

An extension of a fixed-term period of employment may only take place in accordance with the Consolidation Act on Fixed-Term Employment (Section 5 (2)), which lays down the conditions under which fixed-term employment may be extended. For technical and administrative staff members, this means that there must be an objective reason for each extension of the fixed-term employment<sup>3</sup>.

## 2.3 Re-advertisement

If, in the assessment of the head of the unit carrying out the employment (department head/administrative centre manager), none of the applicants who applied in due time are sufficiently qualified for the position, or if it is probable that a new advertisement (re-advertisement) will lead to additional qualified applicants, then the position may be advertised again. Prior to any re-advertisement of the position the present case must be completed, including a decision on whether an applicant should be sent to a second round. In such cases, HR will – after recommendation from the department head/administrative centre manager – notify the applicant in question of this.

Prior to re-advertisement, the job advertisement must be revised to ensure that it is formulated optimally in relation to the target group.

## 2.4 Employment without prior advertisement

In special cases technical and administrative staff members may be appointed without prior advertisement for a period of up to one year. Appointments for more than one year must always take place after a public call for applications.

Appointments without job advertisements must follow the same guidelines as are applicable to positions that are advertised, including the appointment of an appointment committee – see section 3.1. In addition, a description of roles and responsibilities must be prepared, and pay negotiations with the union representative must be completed before the position is filled.

## 3. RECOMMENDATION AND COMPLETION OF INTERVIEW

The head of the place of employment to which the position is affiliated is responsible for organising the recruitment process.

### 3.1 The appointment committee

The head of the place of employment sets in motion the appointment of an appointment committee to process the individual appointments. This appointment committee consists of employees from the place of employment in question. A minimum of 1-2 representatives of the management and 1-2 representatives of (and from among) the employees within the place of employment/field are appointed.

The committee may be expanded with a representative from other partners, a union representative or an employee from a different department, including HR (after special agreement).

The appointment committee should, as far as possible, comprise both of men and women.

The appointment committee is responsible for the final wording and layout of the job advertisement. The manager consults with relevant employees and is responsible for ensuring that the position appeals to as targeted a pool of applicants as possible, and that it also lives up to the university's policy on diversity and equal opportunities.

The appointment committee decides where and when the position is to be advertised. The committee determines the final procedure for processing the applications.

The appointment committee carries out the job interviews and submits its recommendation for appointment to the department head/administrative centre manager.

<sup>2</sup> See The Consolidation Act on Fixed-Term Employment, Section 3 (2).

<sup>3</sup> See The Consolidation Act on Fixed-Term Employment, Section 5 (1) (on objective conditions).

### 3.1.1 Duty of confidentiality

The members of the appointment committee and others who participate in the processing of appointments have a duty of confidentiality with regard to the identity of the applicants and other personal matters that they may be made aware of during the appointment process.

### 3.1.2 Disqualification

A person who is disqualified in relation to an appointment may not make decisions or otherwise participate in the processing of the appointment. A person may be disqualified if<sup>4</sup>:

- that person has a personal or financial interest in the outcome of the case,
- that person's near relations or cohabitant has a personal or financial interest in the outcome of the case,
- that person is closely associated with a company, association or the like with a particular interest in the outcome of the case, or where other circumstances exist that may cast doubt on his or her impartiality, for example close friendship or evident enmity.

### 3.2 Selection of applicants

The appointment committee will, upon the expiry of the application deadline, review the applications received and as a result of their work, finally select the person who is to be recommended for employment in the vacant position. The appointment committee must endeavour to reach an agreement on who they will recommend. The department head/administrative centre manager makes the final decision regarding the appointment to the position.

Applications received for an advertised position cannot, as a general rule, be used to fill another advertised position. If the application is found to be relevant and there is a wish to make use of it to fill a different advertised position, this requires the applicant's acceptance that the application is transferred to the other position.

### 3.3 Job interview

The appointment committee carries out a round of interviews with the best-qualified candidates for the vacant position. It is possible to carry out an additional job interview with the preferred candidate(s).

If the appointment committee has a desire and/or need for references to supplement the interview, these may be obtained. In special cases, a personal profile test may also be conducted.

### 3.4 References

References may be obtained as part of the efforts to employ the best-qualified applicant. The obtaining of references requires the consent of the applicant.

There are no formal requirements regarding the form of such consent, but it must be documented. This is best done either in writing, or by several people hearing an oral consent, for example in connection with a job interview.

#### 3.4.1 Obtaining references

When obtaining references, it is important to be aware of avoiding the discussion of confidential information. An employer/former employer must not as a general rule disclose information on purely private matters, including political, association, sexual or criminal matters, as well as information on health matters, significant social issues and substance abuse<sup>5</sup>. As a general rule, when obtaining references, requests must therefore not be made about these matters.

In connection with the obtaining of references, it is however permitted to provide and obtain information about matters which may shed light on whether the applicant is qualified, stable, responsible, loyal etc. The person submitting the reference may e.g. state that the employee's attendance has not been stable, but this person may not disclose the reasons for this.

<sup>4</sup> The Danish Public Administration Act, Section 3 (1) (on disqualification).

<sup>5</sup> See Section 28 of The Danish Public Administration Act and the Danish Act on Processing of Personal Data (Persondataloven), Section 7.

### 3.4.2 Memo and consultation procedure for negative references

In connection with the obtaining of references, including by phone, a memo must be prepared on the content of the reference<sup>6</sup>. If the reference has crucial importance for the decision on whether or not to appoint an applicant, this memo must be filed in the personal folder. If the reference turns out to be to the detriment of the applicant, and if the information is of significant importance for the decision to appoint or not to appoint an applicant, the applicant should furthermore be consulted<sup>7</sup>. Assistance can be obtained from HR for this purpose.

### 3.5 Probationary period

First employment at Aarhus University on terms and conditions similar to those of salaried staff will, as a general rule, include a three month probationary period (see The Danish Salaried Employees Act 2 (5) on the probationary period). It must be stated in the job advertisement and letter of appointment that the appointment includes a probationary period.

During the probationary period, the notice of termination is shorter for Aarhus University as the employer and the employee respectively.

Such a probationary period is not used:

- in case of a new continuous employment under the same collective agreement and job category,
- for hourly rate employment (cleaning assistants, cleaners etc.),
- in case of temporary employment with a period of employment of less than three months.

No later than four weeks before the expiry of the probationary period, a probationary period dialogue should be held between the employee and the manager with staff responsibility at the place of employment.

As part of the negotiations of terms and conditions for the appointment to the position, it may in exceptional cases be agreed that the position should not include a probationary period. This must depend on a specific assessment.

## 4. RECOMMENDATION FOR APPOINTMENT AND PAY NEGOTIATIONS

The appointment committee recommends appointment. The department head or administrative centre manager make a decision on the appointment and send a recommendation to HR.

The head of the unit carrying out the employment (department head/administrative centre manager) discusses the pay level with HR prior to the pay negotiations. HR assists in pay negotiations in relation to the appointment and subsequently contacts the relevant union representative/executive pay negotiator (or the trade union).

The unit carrying out the employment informs applicants who have been invited to an interview on the further process – this includes the unit communicating any rejection and the reason for the decision. The unit also informs HR about the applicants who were interviewed and rejected. HR sends a letter of rejection to the remaining candidates.

HR sends a letter of appointment to the candidate who is to be employed.

<sup>6</sup> See The Danish Access to Public Administration Files Act Section 13 (on duty to record).

<sup>7</sup> See The Danish Public Administration Act 19 (1) (on consultation procedures).