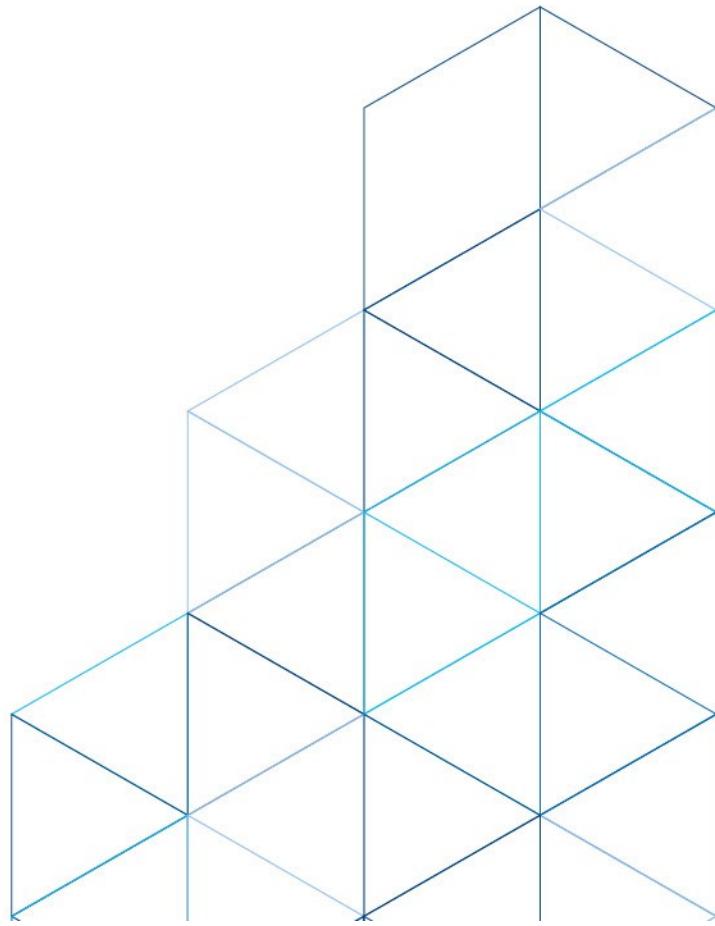


Guidelines for recruitment and promotion

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Introduction

Background and purpose

These guidelines for recruitment and promotion supplement Halmstad University's appointments procedure, Ref. no. P 2019/21 by describing process and procedures for recruitment and promotion. The "Assessment Criteria" section also clarifies the grounds that the University uses to assess the various eligibility requirements and eligibility criteria set for each position in the appointments procedure.

The main focus of the document is recruitment and promotion to academic positions, but several parts are also relevant to recruiting technical-administrative staff.

Basic principles for recruitment

The recruitment goals at the University are to provide the activities with the best possible expertise that is required to perform the assignments in research, education and other activities.

The central concepts that shall permeate University's recruitment and promotion processes are: openness, transparency, and merit-based assessment, in line with the guidelines of the EU Commission on the recruitment of researchers – "The Code of Conduct for the Recruitment of Researchers". Any potential conflict of interest must be taken into consideration in each individual case.

The aims of the University's recruitment strategies are to:

- increase the proportion of research-educated teachers
- increase the proportion of teachers with training in teaching and learning in higher education
- promote increased exchanges with other higher education institutions, public authorities, the business community, schools and society at large
- actively recruit members of the under-represented gender; as well as
- actively work towards greater diversity and internationalisation

Career paths

Career paths & promotion opportunities

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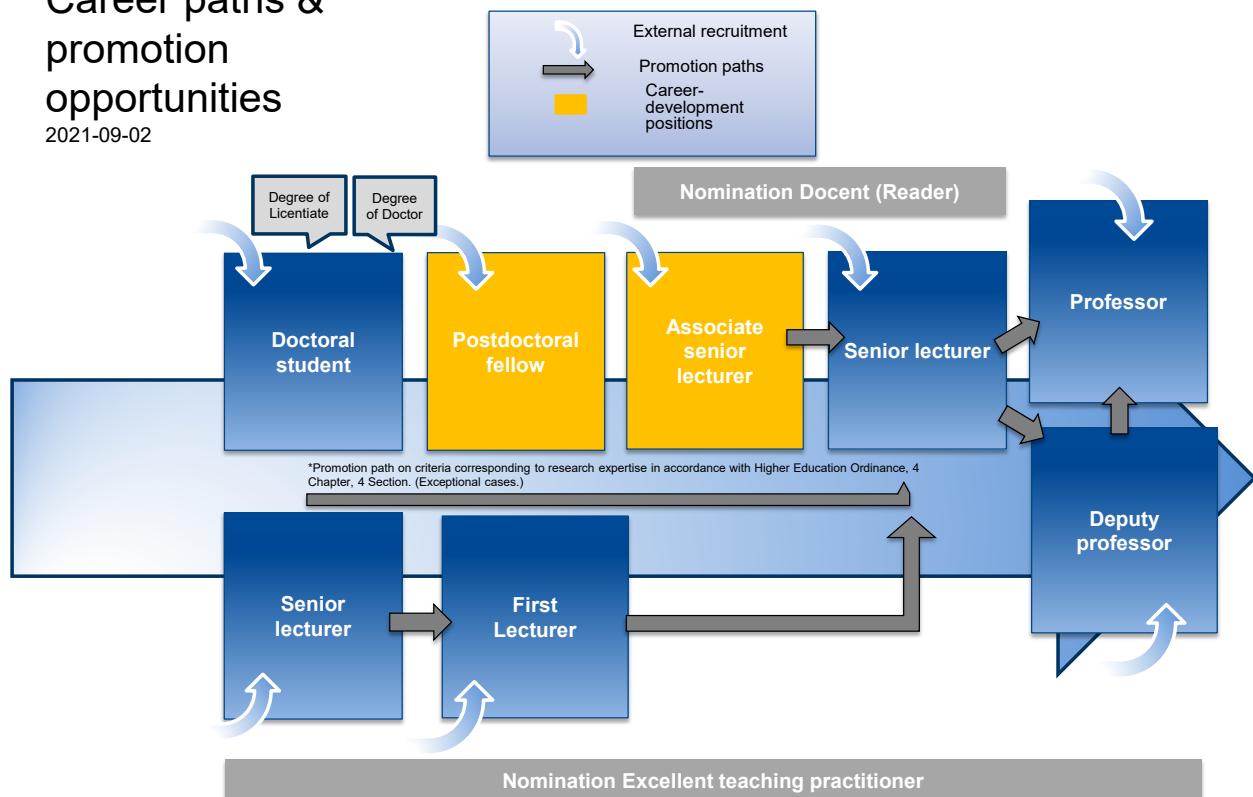


Figure: Illustration of Halmstad University's career paths for academic staff.

Needs analysis and initiation of matters relating to appointments

Working strategically with competence provision is to ask the question of what competence will be needed in the short and long term, based on the goals and strategies of the activities, and how this competence should be ensured. An awareness of the nature of the needs and any competence gaps creates the conditions to allow the right plans and priorities to be drawn up in terms of competence development and recruitment.

In connection with initiating specific matters relating to an appointment, an employment profile is drawn up by the recruiting manager. This includes, for example, needs, financing, qualifications, search fields and suggestions for experts, and the "Employment profile" forms a basis for the formal decision-making on the employment.

In line with the Vice-Chancellor's decision-making procedure and delegation of authority, L 2020/164, the following applies:

- The Vice-Chancellor makes decisions on the employment profile for professorships.
- The Head of School makes decisions on employment profiles for other academic positions.
- The University Director makes decisions on employment profiles for technical-administrative staff.

- Discussions must be held with the Vice-Chancellor before starting the recruitment process for a permanent lecturer or first lecturer with indefinite employment.

Employment profiles for academic appointments for longer than 12 months are established in the school advisory boards. Shorter-term employment is handled solely in a decision meeting.

Invitations and documents are sent for these meetings in order to ensure that union representatives receive the information and that student representatives are involved. Information on technical-administrative positions is provided in Central MBL.

When drawing up the requirements profile and subsequent announcement, it is important to ensure that the requirements are reasonable in relation to the position.

HR ensures that there are no labour law perspectives to prevent the announcement of the position, such as redundancy in another unit.

Announcement of vacant positions

Regulations and standards

The announcement of positions at Halmstad University is made in accordance with applicable regulations:

Public Employment Ordinance 1994:373, Section 6: "A public authority that intends to make an appointment shall, in an appropriate manner, announce this so that those who are interested in the position can apply to the public authority within a given period of time. ... No announcement need be made if special reasons exist for not doing so."

In accordance with the Swedish Ordinance (SFS 1984:819) concerning announcing vacant positions with government agencies, all vacant positions must be notified to the Swedish Public Employment Service.

For all recruitment, it is the responsibility of the public authority to provide information on the position in an appropriate manner, that is, which communication channel or channels can best reach potential suitable candidates who could be interested in the position.

Normally, positions at Halmstad University are announced using the following standard procedure:

- Announcement on Halmstad University's official notice board
- External website: HH.se
- Intranet: Insidan
- Platsbanken: Swedish Public Employment Service
- Published on LinkedIn (can be deselected)
- Euraxess (announcements in English)

In addition, each individual announcement may need to use both national and international channels to reach a broader recruitment base.

The application period should continue for at least 2 weeks, but normally for at least 3 weeks. Shorter application periods may be justified in the event of a sudden need and short fixed-term contracts.

Restricted announcements

The University considers that positions should be widely announced in order to reach as many qualified applicants as possible. However, there are situations where a less extensive procedure is justifiable and reasonable. What these situations are is determined by the manager in consultation with HR.

For the University, a restricted announcement procedure means the following:

- Announcement on the University's official notice board
- Contact the Swedish Public Employment Service and provide information on the position (not published on Platsbanken, but candidates from the employment service can be directed to apply for the position).
- Intranet: Insidan

The above constitute a minimal level, but also publishing on the University's external website should also be considered.

Specifically with regard to doctoral students

The basic rule is that a position as doctoral student at the University should be announced in connection with admission, but that the renewal of doctoral student position in accordance with Chapter 5, Section 7 of the Higher Education Ordinance need not be announced.

"The University shall announce the vacant position through advertising or some equivalent method so that those who are interested in the position can apply to the University within a given period of time. However, the information need only be provided if a doctoral student shall be employed in connection with admission to a study programme, and if it follows from Chapter 7, Section 37, that information must be provided in connection with admission." (Higher Education Ordinance, Chapter 5, Section 5)

Higher Education Ordinance, Chapter 7, Section 37: "When a higher education institution intends to admit one or several third-cycle students, information shall be provided by the higher education institution through advertising or some equivalent method. Information need not, however, be provided about the admission of a third-cycle student who is to complete the course or study programme within the framework of employment by an employer other than the higher education institution, about the admission of a third-cycle student who has previously begun third-cycle studies at another higher education institution, or if there are similar special grounds."

Special reasons for not announcing

An alternative to restricted announcement is to state "special reasons" for exceptions from announcement in accordance with the Public Employment Ordinance, Section 6.

Public Employment Ordinance 1994:373, Section 6: "A public authority that intends to make an appointment shall, in an appropriate manner, announce this so that those who are interested in the

position can apply to the public authority within a given period of time. ... No announcement need be made if special reasons exist for not doing so."

The following situations are excluded from the announcement of a vacant position in accordance with the Public Employment Ordinance, Section 6, and "special reasons" may always be considered to exist:

- In the appointment of a professor through nomination (Higher Education Ordinance, Chapter 4, Section 7).
- In the event of redundancy that results in the duty of transferral in accordance with Section 7 of the Employment Protection Act (LAS 1982:80).
- The employment of a person who has invoked (written notice) **preferential right to re-employment or increased working hours employment** in accordance with Sections 25-27 LAS, or transferral in accordance with Section 7 of LAS. Provided that the person is deemed to have service merits and competence suitable for the position.
- Extension of career-development position with regard to postdoctoral fellow appointments, associate senior lecturer and doctoral student in accordance with the limited employment period for these positions.
- The employment of a person dismissed from a government position who is **covered by the agreement on transition**, included in the Job Security Foundation's (Trygghetsstiftelsen) recruitment service and is deemed to have service merits and competence suitable for the position.

Assessment of what may otherwise constitute a special reason to not announce a position is made in the dialogue between the recruitment manager and HR, and the decision is made by the Head of School and University Director.

Note that the basic rule is that positions in government must be advertised in order to examine who is most competent. Exceptions must therefore be used restrictively, and arguments for why clarified from the decision support for the employment profile.

Formulation of the application

Application for appointment as university teacher

Relevant to all school appointments with the exception of doctoral student and teaching assistant.

In order to conduct proficiency assessments, the applicant must submit a correctly formulated application and a systematic documentation of his/her cited merits. Applications are sent via the University's recruitment system and must in general include the following:

- **Declaration of intent**, that is, a future-oriented description of what the applicant intends to accomplish if he/she held the position (maximum 3 pages for assistant lecturer, senior lecturer, deputy professor and professor, 1-2 pages for other teacher appointments)
- **Brief list of merits and positions held** (CV), supported by the relevant degree certificates and any certificates and testimonials
 - Degree certificate uploaded as separate file (easy to distinguish)

- **List of publications.** List of all publications that also shows which publications the applicant wishes to cite for this appointment (maximum of eight/ten with regards to lecturer positions/professor positions).
 - Cited publications should preferably include a link or be attached separately.
 - Not mandatory for appointment as lecturer.
- **Report.** A brief description for each area of that cited by the applicant based on the requirements specification and assessment criteria, as well as attached supporting documentation.
 - Research expertise (where relevant to the position)
 - Teaching expertise
 - Leadership and administrative expertise
 - Collaboration with the surrounding community.
 - Examples of relevant documentation to attach to the report are given in the section on assessment criteria.
- **References** (including contact details) and salary requirements should be specified. References should also be able to verify the quality of any administrative/management and collaborative assignments performed.

Requirements for the content of the application may change depending on position. This is shown in the announcement in question.

Applications for other positions

In order to conduct proficiency assessments, the applicant must submit a correctly formulated application and a systematic documentation of his/her cited merits. Applications are sent via the university's recruitment system and must in general include the following:

Application for doctoral student

- **Cover letter**, stating why the applicant is applying for this position as doctoral student. (1-2 pages)
- **Brief list of merits and positions held (CV)**, supported by the relevant degree certificates and any certificates and testimonials
 - Degree certificate uploaded as separate file clearly marked
- **Description** of the applicant's interest in and experience relevant to the project with reference to documents that the applicant wishes to cite.
- **Research skills**:degree of bachelor and master theses and other research texts, include a link or attached as PDF
- **References** (including contact details)
- **Other documents** cited by the applicant

Application for teaching assistant

- **Cover letter** stating why the applicant is applying for the position, what he/she hopes to contribute and how his/her experience and abilities meet the qualification requirements. (1 page)
- **Brief list of merits and positions held (CV)**
- **Registration certificate** confirming ongoing studies at first or second cycle level.

- **References** (including contact details)
- **Any other documents** cited by the applicant

Application for technical and administrative staff (including research engineer)

- **Cover letter** stating why the applicant is applying for the position, what he/she hopes to contribute and how his/her experience and abilities meet the qualification requirements. (1-2 pages)
- **Brief list of merits and positions held (CV)**
- **Relevant degree certificate(s)** (separately uploaded as individual file)
- **References** (including contact details)
- **Any other documents** cited by the applicant

Processing of applications

Receipt of applications

The University's recruitment system facilitates a systematic and equitable processing of application documents and all candidates are therefore urged to apply via the system.

However, the University has an obligation to also accept applications/documents submitted outside of the recruitment system. In which case, the applicants in question are contacted and asked if the University may register their documents in the system together with other documents received. If the person does not consent to this, an entry is made in the system and the application is stored by the relevant HR.

According to the National Archives regulations, an authority is obliged to archive application documents, excluding publications, for at least two years after the appointment decision has entered into force. At Halmstad University, this archiving takes place in the recruitment system.

Verification of qualifications and documents

To avoid recruiting someone who is not qualified, the qualifications of the candidate(s) being considered by the higher education institution must be checked. Normally, this is mainly by means of checking references and in conjunction with experts checking publication data.

The University may also check degree certificates received, course certificates or similar documents, preferably by direct contact with the issuer of the document in question, but also by requesting an authenticated/certified version.

Late applications and additions

Applicants must submit their application documents to the University within the prescribed time. The deadline is given in the announcement.

As a general rule, the decision on an appointment at an authority may only take into account applications received prior to the deadline. An application received too late may be considered if there are special reasons for doing so. Such reasons may include that the applicant is deemed to have a valid excuse for the delay or that the candidate is considerably superior to the other applicants. The

recruiting manager decides on the issue. (Swedish Agency for Government Employers (SAGE) publication "Government recruitment")

The Swedish Administrative Procedure Act applies with regard to supplementing the application, stating that service should be provided to an appropriate extent depending on the nature of the issue. The manager and HR will conduct a plausibility assessment where an applicant wishes to add degree certificates or documents dated after the application deadline. If the application documents are incomplete, and it can be easily remedied then the authority should draw the candidate's attention to this or obtain the information itself. (Swedish Agency for Government Employers (SAGE) publication "Government recruitment")

Preparation of matters relating to appointments (selection)

Recruitment group

- Matters relating to the appointment of professor (including adjunct and visiting), deputy professor, senior lecturer, associate senior lecturer and first lecturer are handled by the recruiting manager in consultation with HR. The recruitment is prepared and quality assured in the University's Recruitment Committee (see separate section). The recruiting manager may also find it useful to appoint a small group of activity and subject specialists at the school in question in order for them to participate in the recruitment process.
- For recruitment to other academic positions, the recruiting manager prepares the matter together with HR. The recruiting manager may find it useful to form a smaller recruitment group consisting of activity and subject specialists who are involved in the preparation. A student representative is invited to participate in the recruitment to the position of lecturer with indefinite employment.
- Doctoral student appointments are managed by the manager in consultation with HR. The recruiting manager may find it useful to form a smaller recruitment group consisting of some of the following roles: proposed main supervisor, assistant supervisor, director of studies for third-cycle education, and any third-cycle education coordinator.
- Technical and administrative appointments are handled by the manager in consultation with HR. The recruiting manager may find it useful to form a smaller recruitment group consisting of persons relevant to the position.
- With regard to management appointments, the recruiting manager forms a suitable recruitment group in dialogue with HR, in which union representatives are also involved. A student representative is invited to participate in the appointment of managers.

Note that when recruitment groups are appointed, this must always be done with the aim of achieving equal representation, i.e. a balance between the male and female participants. The risk of conflict of interest must also be taken into consideration.

The University's Recruitment Committee

The University's Recruitment Committee is a preparatory and quality assurance body that deals with matters relating to teaching positions prior to decisions being taken in accordance with the Vice-Chancellor's decision-making procedure and delegation of authority.

The committee ensures that the selection is made based on the eligibility requirements and the assessment criteria that have been set out and that matters relating to recruitment and promotion are handled in accordance with applicable appointments procedure and these supplementary guidelines.

The Recruitment Committee prepares matters relating to appointments of professor (including adjunct professor and visiting professor), deputy professor, senior lecturer, associate senior professor, as well as first lecturer and all matters relating to promotion. Temporary appointments to senior lecturer, deputy professor or first lecturer are not normally prepared by the committee.

In addition, the Recruitment Committee prepares admission of docents (readers), admission of excellent teaching practitioners, and applications for the corresponding assessment of qualified teaching practitioners.

Matters relating to appointments are prepared by the Recruitment Committee in the following steps:

The matter is received by the Recruitment Committee following the recruiting manager's review of the application documents.

- Decisions are made on the appointment of relevant recruitment experts and on the candidates to be examined/assessed (takes place based on skills in consultation with the recruiting manager).
- Decisions are made about which experts should be appointed (the decision is taken by the chairperson outside the meeting) on a proposal from the manager (with regard to conflict of interest and equal representation with regard to experts).

After completed assessment:

- The Recruitment Committee verifies the quality of the opinions from the experts and conducts an appraisal of the assessment. Decisions are made about which applicants should be invited to interview and any trial lecture (in consultation with the recruiting manager).
- A member of the Recruitment Committee participates in the interviews and trial lectures, in order to ensure equal treatment and ask additional questions to clarify the application. (See below with regard to student participation.)
- The Recruitment Committee decides on which candidates to propose for employment to the Head of School and Vice-Chancellor. The proposal shall be based on all supporting decision data, such as expert opinions, results from the interviews and trial lectures, as well as references. If both men and women have applied for a position and are deemed to have essentially equal competence, the proposal for the decision must state how the gender dimension has been taken into consideration.

Matters relating to promotion are prepared by the Recruitment Committee in the following steps:

The matter is received by the Recruitment Committee for the decision on assessment by the Head of School and Vice-Chancellor. The Recruitment Committee checks the quality of the application documents.

- The decision is made to appoint experts.
- Decisions are made about which experts should be appointed (the decision is taken by the chairperson outside the meeting) on a proposal from the manager (with regard to conflict of interest and equal representation with regard to experts).

After completed assessment:

- The Recruitment Committee verifies the quality of the opinions and conducts an appraisal of the opinions on the expertise.
- The Recruitment Committee proposes to the Head of School or Vice-Chancellor (depending on the position) who to promote or turn down.

Recruitment Committee composition

Recruitment Committee consists of a chairperson, a vice chairperson, one member, one student representative, one representative from the HR Department who is also secretary, and one temporary member who reports on the matter.

Chairperson, vice chairperson and the member must meet the requirements of high scientific competence and are appointed by the Research and Education Board. Scientifically qualified teachers refers to teachers that have a Degree of Doctor or equivalent qualification.

To constitute a quorum the Recruitment Committee must consist of at least two members with research expertise. In the event that two ordinary members are not present, this can be compensated by the one reporting the matter having research expertise.

The Recruitment Committee has the right to co-opt additional persons from the school(s) if deemed necessary in order to handle a specific matter relating to an appointment. The co-opted persons have the right to attend and speak. As a rule, the recruiting manager is co-opted to report the matter. In the event of being unable to attend, the manager can be replaced by someone else with an insight into the recruitment in question.

Insight and influence for the students in matters relating to appointments is ensured through the student representative. Student representatives may include deputies who participate in interviews and trial lectures and, if necessary, replace the student representative in committee meetings. See more in the section "Student representation".

The Higher Education Ordinance emphasises the importance of equal representation in the preparation of matters relating to appointments: "If a group of individuals are to submit a proposal on the applicants to be considered for appointment to a teaching post, women and men shall be equally represented in the group. This does not apply, however, if there are extraordinary reasons to the contrary. Ordinance (2010:1064). (Chapter 4, Section 5, Higher Education Ordinance)

Of the University's three ordinary members with research expertise, a maximum of two should be of the same gender. If possible, the student representatives should be of the gender that is under-represented in the Committee.

HR provides support and guidance to ensure competency-based recruitment where the matter is handled in line with Halmstad University's appointments procedure and these guidelines.

Period

Chairperson, vice chairperson and member are appointed by the Research and Education Board for a term not exceeding three years.

The student representative and deputies are appointed for a term not exceeding one year by the association of students at the University that has acquired the status of student union.

Student representation

The Swedish Higher Education Act, Chapter 2, Section 7: "The students are entitled to representation when decisions or preparations are made that have bearing on their courses or programmes or the situation of students." This therefore applies where the student representative speak for the students on matters relating to appointments and promotion.

Student representation in University matters relating to appointments in the school is primarily ensured through student representation in the Recruitment Committee and participation and influence in the matters prepared there. There is also student representation in the school advisory board that deals with matters relating to appointments of longer than 12 months. In addition, students also invited to participate in the interview and trial lectures for a lecturer in a position with indefinite employment. An equal representation of students should always be sought.

Participation of trade union organisations

The trade unions are informed about current recruitments and their status, in accordance with the Co-determination Act (MBL), Section 19, via mailings to school advisory boards and decision-making meetings, as well as in connection with MBL (primarily refers to technical and administrative staff).

Decisions related to more significant changes in the activities, in accordance with the Co-determination Act (MBL), Section 11, are negotiated with employee organisations. For recruitment to a managerial position or other key position in the activities, the unions are offered the opportunity for transparency and participation in the recruitment process. Together with the trade union representatives appointed for the specific recruitment, the employer draws up a plan for the recruitment in question and the participation of the trade union representatives in it.

Conflict of interest

All parties involved in the matter relating to recruitment need to ask themselves whether a conflict of interest exists.

The Swedish Administrative Procedure Act (2017:900) regulates the issue of conflict of interest and is clear that anyone with a conflict of interest may not participate in the administration of a matter, nor be present when the matter is decided (Section 17). Anyone who knows of any circumstance that could constitute a conflict of interest must promptly notify this and the authority shall examine the conflict of interest issue as soon as possible. (Section 18).

Such an assessment of conflict of interest is made by the Research and Education Board at Halmstad University.

In accordance with the Swedish Administrative Procedure Act (2017:900), Section 16, a party that participates in the proceedings on behalf of the authority in a way that could affect the authority's

decision in the matter has a conflict of interest if:

- "1. he or she or a related party is party to the matter or otherwise can be assumed to be affected by the decision to a not insignificant extent,
2. he or she or a related party is or has been a representative or representative of a party in the matter or of anyone else likely to be affected by the decision to a not insignificant extent,
3. he or she has participated in the final proceedings of a matter at another authority and due to this has already taken a position on issues that the authority should examine as a parent body
4. there are any other special circumstances that call his or her impartiality into question.

If it is obvious that the issue of impartiality is irrelevant, the authority shall disregard conflict of interest."

Risk of conflict of interest must always be considered when recruitment groups are assembled. In connection with the Recruitment Committee's preparation, the risks of conflicts of interest among experts are highlighted.

Assessment criteria for the recruitment of teaching staff

The following list formalises what Halmstad University uses as the basis for the assessment of the eligibility requirements and other qualifications that are of relevance to the recruitment of teaching staff.

What specific eligibility requirements and assessment criteria are relevant to each teaching position and the level of skill that is sought are given by Halmstad University's appointments procedure and the announcement in question.

The selection is based on a first step in the fulfilment of the eligibility requirements (basic requirements) for the position. Subsequently, a total assessment of the level of expertise in addition to these basic requirements is made, taking into account all of the assessment criteria relevant to the position.

The assessment criteria apply to both appointments and promotion for teaching positions.

Research expertise

The assessment of research expertise shall consider the following. Specific requirements for each position are available in Halmstad University's appointments procedure and the announcement in question.

It is primarily the research **quality** that will be assessed, but scope is also of importance.

Research initiatives

Shall be assessed according to current national standards and the subject's publishing tradition.

- The extent to which and the way in which the applicant's research has contributed to the development within the subject or subject area, initiated research projects, received research awards, has been initiator of conferences, has been editor of journals, etc.

- Demonstrated capacity for originality and renewal: the extent to which the applicant has contributed to the development of the subject and has been at the forefront of research.
- Progression, autonomy and influence (within position) on the subject area.
- Demonstrated commitment and responsibility for research activities, for the benefit and support of other researchers and research environments
- Primarily relates to professor - demonstrated expertise in planning and managing research, both in terms of leading postdoctoral researchers and supervising third-cycle students. The assessment may take into account experience of management duties related to research and education.

Research productivity

- Publications: scientifically peer-reviewed publications/articles ("peer reviews"), "editorials", books/book chapters, conference papers, non-peer-reviewed publications/articles, articles in press/submitted articles
- Research funding granted. Ability to obtain external funding for research projects in competition. Role as a co-applicant and primary applicant (particularly relevant with regard to professor).
- Assignments as expert, external reviewer, member of the examination board, editor or peer reviewer for scientific journals and participation in "scientific/programming committee" for conferences.

Collaboration with other researchers

- Participation in research environments, research collaborations, research networks locally, nationally and internationally. Experience as visiting researcher

With regard to deputy professor and professor

See Guidelines for docent (reader) at Halmstad University, Ref. No. L 2014/158, for the assessment of scientific merit in relation to docent (reader).

Documentation

The applicant must describe and verify his/her research expertise.

Examples of documentation: thesis, articles, reviews, publications (also under production), any awards and honours, assessment of docent (reader) competence, certification and review of research expertise, number of supervised persons, level of supervision and the role in the supervision.

Teaching expertise

The assessment of teaching expertise shall consider the following. Specific requirements for each position are available in Halmstad University's appointments procedure and the announcement in question.

It is primarily the quality of the teaching expertise that will be assessed, but the scope of teaching expertise is also of importance.

Experience and expertise within teaching

- documented experience of planning, implementing, examining and evaluating teaching activities at different levels.
- experience of different forms of teaching and the ability to adapt the teaching to different student groups.
- awards and nominations for teaching expertise.
- description of how the applicant views and works with the students and their own learning and development.

Pedagogical development work

- experience and expertise demonstrated through, for example, course development, subject development.
- participation and organisation of educational workshops and seminars, educational conferences and international teacher exchanges.
- writing of teaching and educational materials.
- demonstrated ability in educational collaborations, within the higher education institution, nationally and internationally.

Supervision

- Demonstrated experience with regard to the supervision of academic papers, project work and degree projects at different levels and doctoral theses.

With regard to professor

The assessment of the eligibility requirement "demonstrated expertise in supervising third-cycle studies", considers work from start-up to higher education qualification (number of supervises to higher education qualification, and ongoing). Normally, as main supervisor, the candidate should have supervised at least one doctoral student to his/her higher education qualification. Extensive experience as co-supervisor may be considered adequate in certain subject areas.

With regard to first lecturer and deputy professor

The requirements for teaching expertise for first lecturer and deputy professor correspond to the requirements for excellent teaching practitioner and include requirements related to skills as a teacher, ability in development and renewal, as well as leadership. See Guidelines for excellent teaching practitioner, and separate paragraph below on both of these positions.

Overall

For applicants who have mainly worked in sectors other than within higher education institutions/academia, other teaching expertise acquired by the person in question from working within these activities can be assessed as equivalent.

Documentation

The applicant must describe and verify his/her teaching expertise. A brief educational self-assessment.

Examples of documentation: certificates from training in teaching and learning in higher education and other teaching and learning in education as well as supervisory training, evaluations, self-evaluations, pedagogical prizes, course and conference programmes, learning materials, testimonials and reviews of teaching expertise, etc.

Leadership and administrative expertise

The assessment of leadership and administrative expertise shall consider the following. Specific requirements for each position are available in Halmstad University's appointments procedure and the announcement in question.

The assessment of leadership and administrative expertise shall primarily consider quality, but the amount of administrative experience is also of importance.

- Experience and demonstrated ability with regard to management tasks, administrative tasks, and participation in collegial bodies.
- Participation and demonstrated ability in evaluation work and development work that has benefited all or parts of a higher education institution.
- Demonstrated good interpersonal skills and contribution to a good joint work environment.
(Assessed by the employer when checking references.)

For professors and deputy professors, the following shall also be considered:

- Experience and ability to successfully lead activities and staff (such as in the capacity of Head of Division/Head of Department, Head of School/Dean of Faculty, or Vice-Chancellor.)
- Experience of management duties in connection with research and education.
- Experience and ability in running a range of development work that has benefited all or parts of a college/university.

Documentation

The applicant must report and describe his/her administrative experience.

Examples of documentation: formal decisions on management duties such as Head of Department/Head of Division, Dean of Faculty/Head of School, Vice-Chancellor. Other attachments should also include examples of decisions on assignments as programme director, teaching or research leader, teaching and research manager, mentor and other administrative tasks in collegial bodies or development projects. Where certificates exist, these can be attached.

Collaboration with the surrounding community

The assessment of collaboration linked to research and teaching activities shall consider the following. Specific requirements for each position are available in Halmstad University's appointments procedure and the announcement in question.

The assessment of collaboration expertise shall primarily consider quality, but the amount is also of importance.

- Demonstrated ability to develop external contacts, and to integrate perspectives linked to the surrounding community in the courses or programmes and research.

- Demonstrated ability to collaborate in research and education with various actors outside academia.
- Participation in networks that stimulate the exchange of knowledge between colleges/universities and the outside world.
- Demonstrated ability to communicate scientific knowledge to companies, the public sector, and the general public.
- Demonstrated ability to disseminate research in popular science contexts, and participate in public debate/media.
- Experience of conducting contract education and research.

With regard to first lecturer and deputy professor

See also Guidelines for excellent teaching practitioner, Ref. no. L 2021/104, that include requirements for collaboration as well as the separate paragraph below on these two positions.

Documentation

Describe ability, experience and expertise in collaboration.

Examples of documentation: examples of documentation may include cooperation agreements, decisions on assignments or participation in different contexts, notifications of participation, media visibility, etc.

With specific regard to the positions of deputy professor and first lecturer

The positions of first lecturer and deputy professor fill a void in terms of career paths for people who have a strong focus on teaching expertise and research expertise at the same time. They are a means for Halmstad University to demonstrate that teaching is highly valued, and the breadth of competence requirements demonstrates the usefulness of the positions.

These positions are primarily a promotion opportunity, but can also be obtained by appointment.

Eligibility requirements and assessment criteria

Important parameters for these two positions are demonstrated ability to contribute to the development of other teachers in terms of their skills as a teacher, as well as demonstrated ability in initiatives and leadership in the development of education, where several other teachers have also been active and engaged.

In accordance with the University's appointments procedure, the eligibility requirements for deputy professor are as follows: teaching expertise in line with excellent teaching practitioner, and research expertise at least equivalent to the requirements for docent (reader). For the first lecturer, the corresponding requirements are as follows: in line with excellent teaching practitioner and established requirements for Degree of Licentiate within the field.

The assessment of applicants for these new positions can take consideration of clear initiatives for development and renewal that have been taken in the framework of a management assignment as Head of School, Dean of Faculty, Head of Division, Head of Department, Program Director or equivalent. It will then be a question of clear personal contributions, for example, new degree programmes or research applications.

Teaching expertise in line with excellent teaching practitioner

- Skills as a teacher. Demonstrated high level of expertise, care and commitment to student learning. This area includes demonstrated ability to use different pedagogical and didactic methods, demonstrated ability to follow the development of knowledge in the teacher's own field and to introduce it into his/her teaching work, demonstrated ability to develop collaboration contacts and international contacts relevant to the education, and to integrate perspectives linked to this into the education.
- Ability in development and renewal. This area includes demonstrated ability to develop and renew education in dialogue with students and working life as well as demonstrated ability to contribute to internationalisation and collaboration for the benefit of education.
- Leadership. Demonstrated ability to contribute to the development of other teachers in terms of their skills as a teacher, as well as demonstrated ability in initiatives and leadership in the development of education, where several other teachers have also been active and engaged.

Collaboration a significant part

Collaboration also constitutes an explicit eligibility requirement for these positions. To a slightly greater extent for deputy professor than for first lecturer, as collaboration then also involves research. The assessment of collaboration linked to teaching expertise is based on Guidelines for excellent teaching practitioner, Ref. No. L 2021/104, which also include this perspective.

Leadership and administrative expertise

In accordance with the appointments procedure, the perspective of leadership and administrative expertise shall be of relevance to the recruitment of deputy professor and first lecturer. This is ensured in that leadership is one of three parts of the assessment for excellent teaching practitioner. Expectations for leadership are slightly higher for deputy professor, as shown in the assessment criteria.

Management of experts

Appointing experts

"For the appointment of a professor (including an adjunct professor) opinions on the expertise of the applicants shall be obtained, provided that this is not manifestly unnecessary for appraisal of their expertise." (Higher Education Ordinance, Chapter 4, Section 6)

The Recruitment Committee decides on experts according to proposals from the recruiting manager.

Normally, the following minimum numbers of external experts should be appointed:

- Professor, visiting professor, adjunct professor, senior lecturer, associate senior lecturer = 2 experts
- Deputy Professor: Assessed against excellent teaching practitioner and docent (reader) in accordance with the procedures for this.
- First lecturer: For the examination of research expertise, two experts are appointed. Assessed against excellent teaching practitioner in accordance with the procedure for this.

In order to streamline the recruitment process, the names of the proposed experts should already be included in the preparation of employment profile, which facilitates the investigation at an early stage of the possibility for the experts to accept the assignment.

The following should be considered in decisions on experts:

- When the opinions of two or more experts are obtained, both men and women should be represented equally. This does not apply, however, if there are extraordinary reasons to the contrary." Higher Education Ordinance, Chapter 4, Section 6). The Recruitment Committee's decision on which experts should be appointed must state if it was not possible to appoint experts of both genders, what caused the problem, and what measures have been taken.
- Attention should be immediately drawn to potential conflicts of interest between the applicants and experts. If an expert knows of circumstances that are likely to constitute a conflict of interest, the expert must voluntarily declare this (Swedish Administrative Procedure Act, Section 16-18.) As an enforcement procedure, experts are urged to confirm that no conflict of interest exists when they undertake an assignment. See more in the section "Conflict of interest"
- The experts must be well acquainted with the subject area for the appointment and be scientifically and pedagogically qualified at least in line with the requirements for the position in question.
- Experts must be recruited from outside Halmstad University.
- Opinions on expertise must be given individually and not in collaboration between experts.
- The experts must not be active in the same department at a higher education institution.

Implementation of the management of experts

The University's approach to peer review is stated in the document Guidelines for experts in the assessment of competence, Ref. no. L 2017/186, as well as associated templates, drawn up by the Research and Education Board. These guidelines emphasise the importance of being aware of the standard in the assessment.

HR provides the experts with all the necessary documentation for the assessment. Experts must issue a written opinion on the eligibility on the basis of the eligibility requirements and assessment criteria for the position and the expertise of the applicants. The expert opinion must be based on all available material.

Management of experts unnecessary

In special cases, the Recruitment Committee may decide that the expert assessment is manifestly unnecessary, for example, if an applicant's expertise has been assessed in other contexts. This takes place after gaining the support of the individual who will make the decision on the appointment, i.e. Vice-Chancellor or Head of School. In these cases, the reasons for not assessing must be clear from the decision of the Recruitment Committee. A simplified appointment procedure without expert assessment is also applied for temporary and short-term recruitment, such as substitute employment or general fixed term employment.

Interview and trial lecture

For the positions that are prepared by the Recruitment Committee, the committee decides which candidate/candidates should be invited to interview and any trial lecture. In order achieve good quality in the interviews, they must be well prepared, held in a structured manner, and documented.

Participation in the interview

The roles that participate in the interview vary depending on position. A balance between women and men should be sought among the interviewers.

- **With regard to positions handled in the Recruitment Committee**, the recruiting manager, a member of the Recruitment Committee, a student representative, and a representative from the subject area in question, and the Head of School are requested to attend (the latter participates based on need/request).
- **With regard to academic positions that are not handled in the Recruitment Committee**, the recruiting manager forms a recruitment group that participates in the interview. Note that a student representative must be invited to participate in the recruitment process for a lecturer with indefinite employment.
- **With regard to doctoral students**, the recruiting manager forms a recruitment group together with proposed main supervisor, and any third-cycle education coordinator (teaching and research manager and manager for third-cycle education).
- **With regard to technical and administrative positions**, the recruiting manager forms a recruitment group that participates in the interview.

HR participates in the interview based on need, such as when the recruiting manager is new or other circumstances make it a priority.

- **With regard to managerial appointments**, the recruiting manager forms a recruitment group within the faculty. HR participates as well as appointed union representatives.

Trial lecture

Normally, trial lectures should be held for recruitment to permanent employment as professor, deputy professor, senior lecturer, associate senior lecturer (despite time limit), first lecturer and lecturer.

Trial lectures should be kept brief and be open, as well as with the possibility for students and other staff at the school in question to attend.

Preparations for the interview

It is of the utmost importance that the interviews are conducted with the support of a prepared interview guide, based on the qualification requirements for the position. A competency-based recruitment is thereby ensured, where all candidates are asked to answer the same basic questions.

The manager prepares an interview guide with relevant questions with the support of HR.

During the interview

The recruiting manager is responsible for arranging the interview in a way that gives the applicant the time and opportunity to ask questions.

After the interview and any trial lecture

Reflect on the requirements in the announcement and how well the candidate meets these criteria. Strengths and weaknesses. Compare your different impressions and interpretations, and identify any areas that need in-depth investigation in a second dialogue or interview.

Reference checking

References must always be checked, and this represents an opportunity to obtain supplementary information about the candidate, to confirm the information provided in the application and the interview, and to clarify any grey areas. The focus should be on evaluating the qualifications that are set out in the announcement.

References are obtained in the final stage of the recruitment process and must be validated with the candidate. It is possible to ask for references other than those provided. Normally, at least one of the referees must have had recent staff responsibility for the candidate in question.

Information received in connection with checking referees that may affect the appointment decision must be noted, and the documentation should clearly show when this was done and by whom. It is important to ensure that the referee is prepared to stand for and confirm the information noted. This is because the individual is entitled to have insight into the matter and because access is required to all the material should the matter be appealed. (Cf. JO 1980/81 p.456).

In order to achieve good quality in reference checking, it should be based on a standardised template. It is useful for references to be checked in close connection with the interview by someone who participated in the interview, preferably the manager.

Taking account of gender equality and diversity

The Discrimination Act states that an employer must promote gender balance. The interest in gender equality is an objective justification for selection in the event that qualifications are essentially, if not entirely, equal. This only applies if one gender is under-represented, which is considered to be the case if one gender constitutes less than 40 per cent of the employees in the category or type of work. (Publication "Government recruitment".) The cases of under-representation in the subject area or type of position at the school are noted in the requirements profile.

In accordance with University's recruitment strategies, the University should also promote greater diversity among University's employees. Part of the requirements profile can therefore also highlight, in the event of equal qualifications, any other under-represented categories that would be of benefit to the activities to consider, before making decisions on employment. In contrast to the under-represented gender, this applies only if the candidates cannot be separated with respect to expertise and service merits.

Decision

Decision on employment

It is a matter for the Vice-Chancellor, or the party the Vice-Chancellor has delegated decision-making authority to decide on employment (Higher Education Ordinance, Chapter 5, Section 11). Who decides in each matter at Halmstad University is clarified in the Vice-Chancellor's decision-making procedure and delegation of authority, Ref. no. L 2020/164.

It states that the Vice-Chancellor decides on matters of employment and promotion for all professor positions (may not be delegated in accordance with Higher Education Ordinance, Chapter 4, Section 13) as well as deputy professor. Head of School decides on matters of employment and promotion for other teaching and academic positions. The University Director decides on employment for technical-administrative positions (TA) in operational support and technical-administrative staff within the school.

In matters relating to promotion, as well as matters relating to appointments prepared by the Recruitment Committee, employment decisions are made on proposals from the Recruitment Committee. If both women and men have applied for a position and have been deemed to have essentially equal competence, the basis for the decision must state how the gender dimension has been taken into account.

In connection with University taking decisions on the recruitment of an employee (including a promotion decision), the following applies:

"Information regarding the public authority's decision on employment shall be provided on the authority's notice board. The first paragraph need not be applied to

- appointments expected to be for a period of six months or less
- appointment of candidates who have already applied to the authority".

(Public Employment Ordinance, Section 7).

"A notice in accordance with Section 7 must include information on

- the day it was posted on the notice board,
- what applies in the event of an appeal,
- the diverse opinions recorded in the minutes or other document."

(Public Employment Ordinance, Section 8).

The University provides information about employment decisions on the University's official notice board where there is also a reference to appeals.

A copy of the employment decision is sent to the employee. Other applicants for the position are informed, in connection with the decision being announced, that a decision has been made on the recruitment in question.

Decisions to employ several in the same position

It is possible to decide to employ more than one employee for an announced position. A decision on this is made by the individual who decides on the appointment in accordance with the Vice-Chancellor's delegation of authority. The reasons for the increased need should be stated by the decision.

Decision not to employ anyone

"An authority can decide to discontinue the recruitment procedure if the authority, for example, considers that the recruitment pool is inadequate or circumstances have arisen that warrant that no one should be employed. Before the authority decides not to recruit anyone, the authority should inform the trade union organisations. If the decision involves a more important change in the activities, such a decision must be negotiated in accordance with MBL, Section 11 and, on request, also in accordance with MBL, Section 14. The authority's decision to discontinue a recruitment procedure need not be announced. The decision may not be appealed, Section 21, Para 2, Public Employment Ordinance. The decision to discontinue the recruitment procedure can be examined in accordance with the Discrimination Act."

(Public Employment Ordinance, Section 21).

The decision to discontinue the recruitment is made by the same person who would have made the decisions on employment in accordance with the Vice-Chancellor's decision-making procedure and delegation of authority (see also above).

Appeals

The following decisions of a higher education institution **may** be appealed to the Higher Education Appeals Board in accordance with the Higher Education Ordinance, Chapter 12, Section 2:

"1. decision on employment at a higher education institution, with the exception of decisions on employment as doctoral student or senior lecturer in the case of a promotion in accordance with Chapter 4, Section 12 c,

2. Decision in accordance with Chapter 4, Section 13, to reject an application for promotion,"

Note that Chapter 4, Section 12 c and Section 13 of the Higher Education Ordinance in accordance with the above refer to associate senior lecturer.

An appeal to the Higher Education Appeals Board is made by the individual that the decision concerns. Anyone wishing to make an appeal should do so in writing to Halmstad University, Box 823, 301 18 Halmstad, alternatively registrator@hh.se, stating the reference number of the decision, the reason for the appeal, and the desired change to the decision. The University must receive appeals no later than three weeks after the decision was posted on the University's official notice board. The University does not make any assessment of the merits but promptly hands over the matter to the Higher Education Appeals Board, provided it has been received in due time. The Higher Education Appeals Board can then contact the University for an opinion as part of the basis for decision-making in the matter.

The meaning of the Higher Education Ordinance Chapter 12, Section 2 above, will be the following:

Decisions in connection with the recruitment

Can always be appealed, unless it concerns doctoral student positions.

Decisions concerning assessment for promotion

The decision not to examine an application for promotion can generally not be appealed, as it is not to be considered as a decision on employment, and is therefore not covered by the ordinance on appeals. The exception is associate senior lecturer where there is an obligation to examine a promotion to senior lecturer.

Decision to promote

A decision to promote is to be considered as a decision on employment and may be formally appealed in accordance with the ordinance. However, in accordance with Section 42 of the Swedish Administrative Procedure Act, a decision may only be appealed by the person it concerns and if it has adversely affected him or her, which limits who can appeal a decision on promotion.

Note that the decision to promote someone to senior lecturer from associate senior lecturer in accordance with Chapter 4, Section 12 c of the Higher Education Ordinance may not be appealed.

Decision to reject after assessment

A decision in accordance with Chapter 4, Section 13, of the Higher Education Ordinance rejecting an application for promotion from associate senior lecturer to senior lecturer in accordance with Chapter 4, Section 12 c, Higher Education Ordinance, may be appealed to the Higher Education Appeals Board for the University in accordance with the ordinance above.

Other decisions on rejecting promotion in accordance with the paths to promotion regulated in the University's appointments procedure cannot be appealed since it is not a decision on employment and there is no specific right to appeal in the Higher Education Ordinance.

Upon rejection following assessment for promotion, the applicant is notified of the reasons for the decision so that the applicant receives a factual basis for assessing what additions and/or improvements in qualifications are required for a possible renewed application.

Matters relating to promotion

Opportunities relating to promotion

According to Halmstad University's Appointments procedure, the following promotions are possible to apply for:

Promotion to	Promotion possible from deputy professor	Promotion possible from senior lecturer	Promotion possible from associate senior lecturer	Promotion possible from first lecturer	Promotion possible from lecturer
Professor	Yes	Yes	No	No	No
Deputy professor	Not applicable	Yes	No	No	No
Senior lecturer	No	Not applicable	Yes	Yes	Yes
First lecturer	No	No	No	Not applicable	Yes

Figure: Table showing Halmstad University's promotion opportunities.

An employee who has a permanent position at Halmstad University may apply for promotion to a position with higher eligibility requirements in accordance with the above. **Note that it is the focus and needs of the organisation that determine whether such an application should proceed to an assessment of eligibility.** Promotion is therefore normally not a right but an opportunity. However, special rules apply with regard to promotion from associate senior lecturer (see below).

Eligibility requirements and assessment criteria for promotion are the same as those stated under the corresponding headings for each position in Halmstad University's appointments procedure, Chapter 4. In order to be promoted, the applicant must have undergone training in teaching and learning in higher education or acquired equivalent knowledge in some other way.

Application for promotion

- Before applying for promotion the applicant can benefit from checking with the immediate manager for guidance on opportunities for promotion.
- The applicant applies for promotion via the registrar. HR then initiates a promotion process in the recruitment system where the application documents are registered.

Applications for promotion shall be formulated in the same way as when applying for a position (see the section "Formulation of the application"). Note that the denomination of the subject area for the position where promotion is desired should normally be the same as the denomination for the current position in accordance with Halmstad University's appointments procedure.)

Decision on assessment

Promotion to professor and deputy professor

- When the application documents have been registered, the manager responsible takes the initiative for a consultation with the school's management about whether, based on the needs and development of the activities, there is a need for this promotion (would benefit the activities) and whether the person meets the essential formal requirements and should therefore be assessed. The teaching and research manager, for example, can also participate in the consultation.
- The Head of School responsible formulates a draft decision on assessment.
- The Vice-Chancellor formally decides whether assessment of eligibility will take place.

A decision not to examine the application for promotion to professor or deputy professor cannot be appealed. The decision must include the background to the decision.

Promotion to senior lecturer and first lecturer

- When the application documents have been registered, the manager responsible takes the initiative for a consultation with the school's management about whether, based on the needs and development of the activities, there is a need for this promotion (would benefit the activities) and whether the person meets the essential formal requirements and should therefore be assessed. The teaching and research manager, for example, can also participate in the consultation.
- The Head of School then formally decides whether assessment of eligibility will take place.

A decision not to examine the application for promotion cannot be appealed. The decision must include the background to the decision. Special rules apply for promotion from associate senior lecturer to senior lecturer (see below).

Promotion from associate senior lecturer to senior lecturer

An associate senior lecturer who, in accordance with Chapter 4, Section 12 a, is employed at a higher education institution must, on application, be promoted to senior lecturer at the higher education institution, if he/she

1. is eligible for employment as a senior lecturer, and
2. is assessed as suitable for such an appointment in accordance with the assessment criteria that the higher education institution, in accordance with Section 4 a, second paragraph, has decided must be applied to an application for promotion to senior lecturer.

Such a promotion entails indefinite employment as a senior lecturer. (Higher Education Ordinance, Chapter 4, Section 12 c).

For an associate senior lecturer employed at Halmstad University after 1 April 2018, the description above applies. For associate senior lecturers whose employment procedure began prior to 1 April

2018, the earlier provisions in Chapter 4, Section 12 a, shall apply to appointments in accordance with Ordinance 2017:844.

Promotion applications must be received no later than 6 months prior to the end of the term of employment. The assessment criteria established at the time the appointment was announced shall be applied to the assessment of a promotion. If no such criteria exist, promotion will be assessed on the general eligibility requirements and assessment criteria for senior lecturers.

Assessment of competence

If the Vice-Chancellor or Head of School (depending on position) decides to take the matter further for assessment, the application is submitted to Halmstad University's Recruitment Committee that makes an assessment of eligibility based on the eligibility requirements and assessment criteria, which also apply for employment (in accordance with the appointments procedure at Halmstad University and the section "Assessment Criteria" in these guidelines).

How the matter is processed in the steps described in the section "Recruitment Committee". Observation of conflict of interest (section "Conflict of interest") and equal representation in the preparation are of great importance.

Normally, the two external experts are also engaged for a promotion. This unless it is assessed as manifestly unnecessary. (See section "Management of experts").

Some flexibility must exist for promotion in such a way that an assessment immediately falling short of the requirements for any of the assessment criteria can be offset by the candidate surpassing the requirements and expectations within another.

Promotion to first lecturer

The approach for the assessment of competence when applying for promotion to first lecturer is different depending on which nominations a candidate has from earlier (see matrix below).

Guidelines for excellent teaching practitioner, Ref. no. L 2021/104, have a central role in the assessment and also include collaboration and leadership linked to teaching expertise. This means that in cases where the applicant has been assessed against previous guidelines for excellent teaching practitioners, or assessed against the equivalent at another higher education institution, a new assessment of the teaching expertise will be made based on current applicable guidelines.

It is possible to apply for a promotion to the first lecturer without having previously been assessed against excellent teaching practitioner and/or hold a Degree of Licentiate. In those cases, an assessment is made against both a nomination as excellent teaching practitioner and the requirements for research expertise in line with Degree of Licentiate in connection with the application for promotion.

PREVIOUS MERITS	Has nomination as Excellent teaching practitioner in accordance with applicable guidelines at HH (Ref. no. L 2021/104)	Does not have nomination as Excellent teaching practitioner in accordance with applicable guidelines at HH (Ref. no. L 2021/104)
Has Degree of Licentiate within a subject relevant to the position	No new assessment - automatically meets the requirements. Handled by the Recruitment Committee.	External assessment of "excellent teaching practitioner" based on applicable guidelines at HH. (Also applies if the applicant has been assessed against previous guidelines or at another higher education institution.)
Does not have Degree of Licentiate within a subject relevant to the position	External assessment of research expertise in line with Degree of Licentiate.	External assessment of research expertise in line with Degree of Licentiate. External assessment of "excellent teaching practitioner" based on applicable guidelines at HH.

Figure – shows how the assessment for first lecturer works depending on previous qualifications.

Promotion to deputy professor

The approach for the assessment of competence when applying for promotion to deputy professor is different depending on which nominations a candidate has from earlier. Guidelines for excellent teaching practitioner, Ref. no. L 2021/104, have a central role and include the requested level of collaboration linked to teaching expertise. This means that if the applicant has been assessed against previous guidelines for excellent teaching practitioners there will be a new assessment to be based on current applicable guidelines.

It is possible to apply for promotion to deputy professor without previous assessment against excellent teaching practitioner and/or being admitted as docent (reader). In those cases, an assessment is made against both nominations in connection with the application for promotion to deputy professor.

PREVIOUS MERITS	Has nomination as Excellent teaching practitioner in accordance with applicable guidelines at HH (Ref. no. L 2021/104)	Does not have nomination as Excellent teaching practitioner in accordance with applicable guidelines at HH (Ref. no. L 2021/104)
Admitted as docent (reader) within subject relevant to the appointment	No new assessment - automatically meets the requirements. Handled by the Recruitment Committee.	External assessment of "excellent teaching practitioner" in accordance with applicable guidelines at HH. (Also applies if the applicant has been assessed against previous guidelines or at another higher education institution.)
Not admitted as docent (reader) within a subject relevant to the position	External assessment against docent (reader) in accordance with applicable guidelines at HH.	External assessment against docent (reader) in accordance with applicable guidelines at HH. External assessment of "excellent teaching practitioner" in accordance with applicable guidelines at HH.

Figure – shows how the assessment for deputy professor works depending on previous qualifications.

Decision on promotion and rejection

Decisions on promotion to professor and deputy professor are made by the Vice-Chancellor on proposals from the Recruitment Committee. This also applies to decisions to reject an application for promotion to these positions.

Decisions on promotion to a senior lecturer and first lecturer are made by the Head of School on proposals from the Recruitment Committee. This also applies to decisions to reject an application for promotion to these positions.

Decisions on promotion are to be viewed as decisions on employment, meaning that the provisions of the Public Employment Ordinance shall be applied and decisions to promote announced

See more in the sections "Decision on employment" and "Appeals".