



HUMAN RESOURCES OFFICE

Reg.no. C 2021/980

Supplementary Regulations for the Appointments Procedure at Karlstad University

Purpose

These regulations supplement the approved Appointments Procedure at Karlstad University (Ref. no C2020/730) regarding the procedures for recruiting and promoting academic staff. The descriptions of the supplementary procedures are based on legislation and agreements as well as the University's ambition to ensure consistent and efficient administration of recruitment and promotions.

General strategies, eligibility, assessment criteria and other information pertaining to specific appointment categories are available in Appointments Procedure at Karlstad University.

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CONTENT

Procedures for recruiting and promoting academic staff: Summary	3
Recruitment team.....	3
Recruitment profile.....	3
Advertisement and application	4
Experts.....	4
Appointment and promotion committee procedures	4
Decision and employment contract	4
Special procedure for appointment of professor by nomination.....	5
Special procedure for appointment of adjunct professor.....	5
Special procedure for appointment of adjunct teaching staff.....	6
Simplified eligibility assessment.....	7
Promotion.....	7
Recruitment profile	8
Advertisement.....	10
Application procedure.....	11
Appointment and promotion committees	12
External experts.....	13
Screening of applications prior to expert review	13
Choosing external experts	14
Expert review.....	16
Assessment of qualifications and selection.....	16
Gender equality and diversity.....	17
Conflict of interest.....	18
Discontinuation of the recruitment process	19
Appeal	19
Employment agreement.....	20
Registering and documentation.....	21
Induction of new employees.....	21

Procedures for recruiting and promoting academic staff: Summary

These procedures supplement the approved Appointments Procedure at Karlstad University regarding the procedures for recruiting and promoting teaching and research staff and aims to ensure that the university's recruitment model is consistent, efficient and of high quality, thus contributing to minimising lead time in the recruitment process. The process should be designed to attract applicants, retain them during the process and facilitate selection on the basis the employment profile.

General strategies, qualification requirements and assessment criteria pertaining to specific appointment categories are available in Karlstad University's Appointments Procedure.

Below follows a general and brief description of procedures and distribution of responsibility in recruiting academic staff. Then there is a more detailed description of each section. The description below is applicable to all academic staff recruitments under normal circumstances. Delegation decisions can vary between faculties and over time. Always check the current delegation decisions and routines of the university and the faculty in question before initiating the recruitment process. Recruitment checklists are available on the university website, which outline the different steps of the recruitment process. Note that promotion to 'docent' is a title and not an employment, nor is promotion to recognised or distinguished university teacher. Information is available at the university website.

Recruitment team

To assure the quality of the selection process, the head of department appoints a recruitment team with the right expertise and experience to assess candidates. The team should be selected to ensure a wide range in terms of subject area and background. There should be an equal number of women and men in the group. However, this does not apply if there are special reasons.

Regulation (2010:1 064).

The team compiles a detailed timeline for the recruitment process, specifying all important activities and distribution of responsibility. This should include, for example, recruitment channels, network dissemination, possible screening of applicants before appointing experts, dates for interviews and meetings.

In case of recruitment in areas where there are few candidates it is recommended to find out who have applied for similar positions at other universities without success. Head of department or head's delegate informs the identified candidates about the vacancy at Karlstad University.

Recruitment profile

Regardless of type of employment – fixed term or non-fixed term – consideration is made to clarify the needs and conditions for the recruitment in question on the basis of the long-term recruitment plan, before the recruitment process begins. Only then can a decision be made to start the recruitment process.

A recruitment process begins with a draft for a recruitment profile by the head of department and the HR specialist. Dean approves the profile and the HR specialist informs the employee union. The recruitment profile is the basis of the job advertisement.

Advertisement and application

Head of department or head's delegate decides on advertising channels. The HR Office ensures that the advertisement is published. Application documents are uploaded via the university's web-based recruitment tool to the HR Office where they are registered and kept in the registry. Physical copies of books and publications are sent by post to the HR Office and kept in the registry. Applicants are informed about the experts appointed and procedures by the HR Office. The HR specialist ensures that the head of department and other persons concerned are given access to the recruitment matter in the web-based tool, where applications and digital documents can be viewed and read.

Experts

The head of department or head's delegate appoints and contacts the experts, discusses the time frame and checks that there is no conflict of interest. Next, he or she informs the HR specialist of the experts' names and contact details as well as the agreed time frame for delivering their respective expert statement. Dean makes the final decision on expert appointments.

The HR specialist gives the experts access to the application documents and any other information, and the registrar distributes any physical documents.

Each expert uploads their signed statement in the recruitment system or submits it to the HR specialist who makes it available in the recruitment tool.

Appointment and promotion committee procedures

Dean appoints the members of the appointment and promotion committee, which is tasked with preparing recruitment and promotion cases. Interviews, trial lectures and reference checks are normally delegated to the head of department, who in turn informs the committee of his/her impressions. The considerations made in the recruitment shall be stated in the material presented to the appointment and promotion committee. A presentation template is available on the university website.

In case candidates are not already well known to the university, interviews and possibly trial lectures shall be conducted and references verified. There is a routine description and a checklist for reference checks available on the university intranet.

The appointment and promotion committee prepares the recruitment and proposes the candidate who should be considered for the appointment to the dean, who makes the decision. Decision on appointment as professor is made by the vice-chancellor.

Decision and employment contract

The head of department or dean is responsible for contacting the person who is to be offered the position. Agreements on date of employment, salary and other employment terms are entered in compliance with the university's Order of Delegation. The unions are informed of the proposed terms of employment by the HR specialist.

Dean makes the decision on appointments of academic staff based on the recommendations of the appointment and promotion committee, except for appointment as professor, which is made by the vice-chancellor.

Appointment decisions are announced on the noticeboard and the other applicants are

informed of the decision by the HR Office. The interviewed applicants will receive individual notifications of the decision from the head of department, for example via phone.

The appointment decision shall, in accordance with section 7 of AF (1994:373), include information on what day it was posted, what applies with regard to appeal and any dissenting opinions noted in the minutes or any other records. The decision may be appealed within three weeks from when the decision is announced on the official noticeboard of the university and is effective from the end of the period of appeal, provided no appeal has been launched. It is important that the candidate who has been offered the position is aware of this. The HR specialist issues the employment contract. The registrar will return the application documents to the applicants once the decision is final.

Special procedure for appointment of professor by nomination

Nomination of professor is initiated at faculty level. The dean submits a proposal to nominate a professor to the Vice-Chancellor. The proposal must include:

- Needs analysis, presenting the grounds for why the appointment is of special importance to the institution.
- Financial plan.
- Recruitment profile
- Account of existing research expertise in the field in relation to the qualifications the proposed professor has in the field in question.
- Considerations made from a gender equality perspective.
- Verification of completed eligibility assessment, and CV and documents supporting eligibility, e.g. degree certificates, employment certificates and such.
- Verification that any conflict of interest has been considered before processing the matter.
- Minutes enclosed if there has been a reason to address the issue of conflict of interest.

For appointment by nomination, no advertising is required. The appointment should be reviewed by external experts unless this is clearly unnecessary. Appointment by nomination may only be used restrictively.

Special procedure for appointment of adjunct professor

An adjunct professor at Karlstad University is primarily externally funded. The forms of cooperation are regulated by agreement between Karlstad University, the adjunct professors, their main employers and any other financiers. In cases where no agreements are made between Karlstad University and the adjunct professor's main employer, adjunct professors shall provide documentation that proves their employment outside of the university. The employment of an adjunct professor shall be based on the needs of Karlstad University, and therefore the decision to recruit an adjunct professor and the scope and area of duties rests with Karlstad University.

Adjunct professors normally contribute to degree programmes, research and doctoral studies, to the development in their field of expertise and to exchange of knowledge between Karlstad University and the wider world. Adjunct professors are also expected to participate in overriding university issues.

1. Before contacting the potential nominee for a position as adjunct professor, the dean and the vice-chancellor meet and discuss the needs of the university, the qualifications of the potential nominee and the financing of the appointment. If it is decided to proceed with the matter after the contact with the nominee and the employer, the head of department prepares a written document containing the following:

- The discipline and duties of the appointment and a description of the nominee's background, current duties and expertise qualifications.
 - The nominee's CV and list of publications.
 - A proposal for agreement between Karlstad University and the nominee's employer covering the nominee's opportunities to set aside sufficient time for duties at Karlstad University and a description of how the adjunct professor's activities at Karlstad University should be financed.
 - Proposal for two experts to review the nominee's eligibility.
2. The HR specialist requests complete documentation from the nominee, which is then forwarded to the experts for review.
 3. The experts submit their reviews to the HR specialist.
 4. The matter is processed in the recruitment and promotion committee.
 5. The vice-chancellor makes the decision regarding employment of adjunct professors.

Special procedure for appointment of adjunct teaching staff

Before making a decision on appointing adjunct teaching staff, an estimation of the scope of future adjunct teaching staff must be made by the employer. The HR Office reports the estimation to the employee unions concerned.

An adjunct teacher at Karlstad University is primarily externally funded. The forms of cooperation are regulated by agreement between Karlstad University, the adjunct teachers, their main employers and any other financiers. In cases where no agreements are made between Karlstad University and the adjunct teacher's primary employer, adjunct teachers shall provide documentation that proves their employment outside of the university. The purpose of an adjunct position is to add a competence normally unavailable among the staff and which is necessary for high quality education. The employment of an adjunct teacher shall be based on the needs of Karlstad University, and therefore the decision to recruit an adjunct teacher and the scope and area of duties rests with Karlstad University.

Adjunct teachers normally contribute to degree programmes, research and doctoral studies, to the development in their field of expertise and to exchange of knowledge between Karlstad University and the wider world. Adjunct teachers are also expected to participate in overriding university issues.

1. Before contacting the potential nominee for a position as adjunct teachers, the head of department and the dean shall meet and discuss the needs of the institution, the qualifications of the potential nominee and the financing of the appointment. If it is decided to proceed with the matter after the contact with the nominee and the employer, the head of department prepares a written document containing the following:
 - The discipline and duties of the appointment and a description of the nominee's background, current duties and expertise qualifications.
 - The nominee's CV and list of publications.
 - A proposal for agreement between Karlstad University and the nominee's employer

covering the nominee's opportunities to set aside sufficient time for duties at Karlstad University and a description of how the adjunct professor's activities at Karlstad University should be financed.

2. Review by external experts is normally not required for the appointment of adjunct teachers. If the employment is for the position of senior lecturer, the teacher's qualifications shall be assessed by experts. If external experts are still consulted, the recruitment and promotion committee processes the matter. The head of department and the HR specialist request the documents needed to verify the teacher's eligibility for the employment.
3. The dean makes the decision regarding employment of adjunct teachers.

Simplified eligibility assessment

The main rule in assessing eligibility for appointing teaching staff is that external experts should be consulted. If the time frame allows for this, it shall be done. Simple eligibility assessment may only be used in short fixed-term employment when there is no time for expert review procedure. To ensure that the proposed appointee meets the basic eligibility requirements, a simplified routine can be used. Note that indefinite employments must always be preceded by external expert reviews.

All eligibility requirements must be verified. The applicant submits the documentation required to prove eligibility. Such documents may be:

- Degree certificate
- Certificate of course in teaching and learning in higher education, when applicable
- Certificate or other documentation proving teaching skills
- Current CV and list of publications
- Any previous expert assessments

The HR specialist prepares the matter and the dean makes the decision. The following appointments do not need to be assessed by external experts: lecturer, postdoc, adjunct teacher and senior professor. For appointment as visiting professor and visiting researcher, external experts are consulted when ranking several candidates.

Promotion

The employee submits an application for promotion. The applicant is responsible for submitting the documents needed to demonstrate eligibility. The applicant is responsible for ensuring that the required documents are submitted to the HR Office via the recruitment tool, which in turn is responsible for distributing the documents to the head of department/dean, as well as to the recruitment and promotion committee and potential experts as required.

Application for promotion of a senior lecturer to professor is processed by the recruitment and promotion committee on the basis of at least two expert reviews. The vice-chancellor makes the decision.

Application for promotion of an associate senior lecturer to senior lecturer is processed by the recruitment and promotion committee. External experts are appointed. The qualifications of the applicant are assessed to make sure they meet qualifications required for a senior lectureship as specified in the Appointments Procedure regarding the appointment of a senior lecturer, as well as any further requirements specified in the appointment profile. The application can be made at any time during the employment as associate senior lecturer. The dean makes the decision.

Application for promotion of a lecturer to senior lecturer is normally processed by the recruitment and promotion committee after consulting an external expert. The dean makes the decision to promote an associate senior lecturer to senior lecturer.

For promotion from senior lecturer to professor, the course teaching in higher education must be completed.

In case of a rejected application, at least one year must elapse before a new application may be submitted.

Recruitment profile

Before a vacant position is announced, an employment profile is created. Templates for job advertisements are available on the university's intranet. The employment profile specifies the subject area, duties, qualification requirements and assessment criteria. The assessment criteria specified must be related to the duties that the position will include. The profile should also make clear how the different assessment criteria will be weighed against one another.

The employment profile should be written as broadly and neutrally as possible and include a general description of required knowledge and skills, and should not be so specialised as to deter suitable candidates. Qualification requirements and assessment criteria must be clearly stated and considered before the recruitment process is started to avoid subconsciously disfavoured persons on the grounds of sex, ethnicity, religion or other beliefs.

The content of the employment profile is to be reproduced in the advertisement, and is the official basis on which the applicants' qualifications will be assessed. It is therefore important to consider precisely what the requirements for the position are and what qualifications are desirable. Qualification requirements and assessment criteria beyond those indicated in the employment profile/advertisement may not be added if they are not prescribed by law, ordinance or the university's Appointments Procedure. Personal qualities requested in the employment profile must be clear, relevant to the employment and possible to assess.

Normally, permanent employment at Karlstad University requires good command of both Swedish and English. According to Karlstad University's Appointments Procedure, if any such skills are missing, employment can still take place on condition that the employee actively work towards acquiring the required skills. The language requirement should not be used in a way as to disqualify otherwise highly qualified applicants.

The head of department drafts a proposal for a recruitment profile, with support from the HR specialist. The head of department presents the matter to the dean at an early stage. The union organisations are informed.

The dean approves the employment profile, except in the appointment of professors, adjunct professors, senior professor, and visiting professors. In such cases, the vice-chancellor

decides.

The decision regarding the recruitment profile must be either in writing or digitally approved in the recruitment system. The recruitment profile shall be written in Swedish. The advertisement shall be translated into English for internationally advertised vacancies for indefinite employments for which a doctor's degree is required, as well as if the vacancy is a career-development position. Other advertisements are translated if needed.

Subject area

The dean determines the subject area for the position and indicates this in the recruitment profile. The subject area for a position must not be altered during a person's employment. In the case of promotion to senior lecturer or professor, the subject area must remain the same. If the employer's qualifications and the needs of the university call for a change, it can be arranged. The same applies if the subject designation is obsolete or irrelevant.

Normally, the subject is stated without speciality or orientation toward a particular subfield of the subject. The subject should be stated as broadly as possible with respect to the desired expertise.

When the subject is stated with an orientation toward a particular field in the subject, preference will be given to the applicant who is most qualified in the field of the subject towards which the post is oriented. Qualifications in other fields within the subject will also be considered, but given less weight. An example of a subject oriented toward a particular field is "business administration with emphasis in accounting".

Qualification requirements

The first step when appointing academic staff is to determine whether the applicants meet the qualification requirements. There are minimum requirements regarding the qualifications of teachers and researchers, and these must be satisfied in order for the applicant to be appointed or promoted. Qualification requirements for various academic positions can be found in the Higher Education Ordinance. Further qualification requirements may be added in certain cases. These must be stated in the employment profile and the advertisement. A person who meets all the qualification requirements is qualified for the position.

Assessment criteria

The assessment criteria represents the final selection tool used to rank qualified applicants. In addition to the grounds for assessment prescribed in the Higher Education Ordinance, public employment legislation and the constitution, the university may decide on further assessment criteria considered significant for the position. These should be specified in the university's Appointments Procedure or in the recruitment profile and the advertisement.

Employment legislation and the Higher Education Ordinance also state that consideration shall be given to factual grounds that agree with general labour market goals, equal opportunity goals and social and employment policy goals.

Advertisement

The employment profile is the basis for the content of the advertisement. The advertisement is drafted by the head of department and the HR specialist. The dean approves the advertisement for publication. The advertisement is published via the recruitment tool on the Karlstad University website, at the National Employment Service and at the Swedish Agency for Government Employees. The HR office and the university printing shop are responsible for advertising via any other channels.

In order to create interest in working at Karlstad University and to broaden the base of recruitment by reaching as many candidates as possible, various activities can be organised, for example:

- Contacting other higher education institutions to find out who has applied for similar vacancies there. These people are then informed directly about the vacancy at Karlstad University.
- Actively distributing information about the vacancy in relevant networks.
- Advertising in media with the relevant target audience.
- Sharing the ad on social media, such as LinkedIn and Facebook.
- Individual contacts, invitations and proper conduct.

Rules for advertising

All vacancies shall be advertised and must be possible to apply for both internally and externally. International advertising should be made regarding positions as associate senior lecturer, postdoc, and non-fixed term positions as professor and senior lecturer.

Broad advertising is desirable to widen the recruitment base and promote mobility. Exceptions from the advertising requirements can only be made under special circumstances. The examples below are valid exceptions in accordance with Swedish legislation:

- Appointment of a senior lecturer or lecturer having preferential right to re-employment or to more extensive employment. This exception is not applied at Karlstad University regarding non-fixed term employments. The exception can be applied for fixed-term employments or changes in scope of non-fixed term employments.
- Employment of redundant employee covered by the Job Security Foundation measures.
- Employment of employee relocated to avoid termination of employment under LAS.
- Employment of professor through nomination.
- Extension of career-development positions.

Consulting and recruitment companies may be used to take preliminary steps to facilitate recruitment (e.g., headhunting), provided that the regulations in laws, ordinances, agreements and the appointment procedures are observed. They can also be used for assessment of personal qualities. The HR Specialist has information regarding the applicable regulations.

Content of the advertisement

Advertising vacancies is part of the university's marketing strategy. The text should be easy to

read and appealing. The advertisement should describe the workplace, duties and terms of employment. The qualification requirements and assessment criteria stipulated in the recruitment profile should also be stated.

Advertisements should be designed with inclusivity in mind, and in a manner that encourages individuals of an underrepresented gender or ethnicity to apply.

One of the main principles of the recruitment process is that anyone should be able to apply for a position, regardless of gender, ethnicity, religion or other belief. The university has a standard paragraph that should be included in all recruitment advertisement and there are advertising templates on the university intranet.

The application period should be at least three weeks after the publication of the advertisement. In certain cases, there may be grounds for a shorter or longer application period. The application period may be extended if needed. The HR Office notifies applicants who have already made their submissions of any time extensions.

Application procedure

Applications for employment or promotion should be submitted to the HR Office via the university's recruitment tool. The applicant is responsible for submitting the documents required to ensure that the recruitment and promotion committees can make a complete and accurate assessment of all qualifications. Applications can be made in Swedish, English, or the language specified in the advertisement. Applicants are responsible for any translating any documents, if needed.

A complete application must be submitted to the university by the application deadline. A late application may be considered if it can be done without inconvenience and if it is in the university's interest. When needed, the university may request additional material to be submitted by one applicant or by all applicants. In exceptional cases the university can also accept supplementary material initiated by an applicant. When deciding on supplementary material, the university's need of recruiting the most qualified applicant must be weighed against the goal of maintaining an efficient process.

Applicants must meet the eligibility requirements for the position no later than on the application deadline. Any supplementary information submitted after the deadline must, however, refer to the time before the application deadline.

The HR Office sends out confirmations of any received applications to the applicants, and informs them of the process and timeline of the recruitment.

Applications are public documents logged and stored electronically in the university's recruitment tool or physically at the registrar's office. If an applicant requests that his/her application be processed confidentially, this request shall be respected when possible. The HR specialist notifies the applicants of the regulations concerning the public nature of official documents, which in practice means that the application must be disclosed to whoever requests to see it.

A complete application consists of an application letter, CV, relevant certificates and diplomas and any other documents specified in the advertisement. A certificate of completion of the required course in teaching in higher education, must be attached. In addition, all qualifications of importance to the position must be demonstrated and verified through, for

example, employment certificates, degree diplomas or other certificates. A person who has submitted incomplete documentation of qualifications cannot be employed.

In addition, applicants for positions of professor and senior lecturer shall submit no more than ten scientific publications and no more than five materials intended to convey knowledge, such as textbooks, computer programs for teaching, or popular science articles.

Sufficient copies of physical books should be submitted to ensure that all experts as well as the university receive a copy each.

Applicants for positions as visiting professors and visiting lecturers shall submit documentation that verifies their employment outside of Karlstad University.

An applicant who wishes to withdraw his or her application should do so in writing.

Appointment and promotion committees

The respective dean appoints the committee responsible for processing and presenting proposals on matters related to appointment and promotion. Primarily, the committees process appointments in which experts are consulted (professors, senior lecturers, postdoctoral research fellows, associate senior lecturers and adjunct professors). The head of department is responsible for short fixed-term appointments when there is no time to consult experts. Recruitment to positions requiring no external review is processed by the person/s delegated by the dean.

The committee members access the application documents via the university's recruitment tools.

With the support of the HR specialist, the appointment and promotion committee is responsible for obtaining expert reviews of the applicants' research and teaching skills and other qualifications. The committee are also responsible for arranging interviews, trial lectures, and taking references (except when the applicant is already known to the committee). The committee may also choose to delegate the responsibilities to the head of department, who then reports to the committee.

The head of department appoints a recruitment group with members from the department, who participate in interviews and trial lectures in accordance with the guidelines in the document "Interview guide for teachers and researchers" also ensure that there are no conflicts of interest. In exceptional cases where there is a risk of bias in the recruitment group, for example in cases with qualified in-house applicants, the group can be expanded with the chairperson of the appointment and promotion committees or a person appointed by the chairperson. In the event of a conflict of interest, the person concerned shall always refrain from further participation in recruitment process.

The recruitment group compiles a report, signed by the head of department. The report includes an account of the recruitment process, references to expert reviews, an account of any considerations, justifications and arguments for the proposed candidate in relation to other candidates as well as in relation to the qualification requirements and the most important assessment criteria. Notes on interviews, trial lectures and reference taking should also be included. The recruitment group participates in proposing a ranking of the applicants. A checklist for the report is available on the university's web page.

The appointment and promotion committee submits its recommendation as to which applicant/s should be primarily considered for the position. The proposal shall be noted in the minutes.

When someone applies for promotion, the appointment and promotion committee shall propose whether the applicant should be promoted or not and state whether the applicant meets the qualification requirements or not.

Half of the committee members must be present for a quorum, including the chairperson. The external experts are not members of the committee and have no right to vote or note reservations against the recommendation. Their assessment will appear in the minutes and/or assessments.

When the preliminary work is completed, the committee submits its recommendation for the appointment to the dean. If the appointments is for the position of professor, the final decision is made by the vice-chancellor. In all other cases, the dean makes the decision.

External experts

An expert is in this case a person who is especially familiar with the subject area of the position. Normally, the experts assess both academic and teaching skills. In the event that a special teaching expert is required, such an expert may be added to the panel. Experts should normally be professors or associate professors (docents), and their academic and/or teaching qualifications must clearly surpass those required for the position. Guidance for external experts can be found in a separate document with more specific instructions on how an expert opinion shall be formulated.

Screening of applications prior to expert review

The main rule is that all applications shall be reviewed by experts. In some cases, it may be justified to screen applications before submitting them to the experts. The purpose of the screening is to create a more efficient process, for example, by:

- making it easier to find experts
- making reviews less time-consuming
- making reviews cost less

The head of department is responsible for the screening and performs it in consultation with a person specialised in the subject, a head of subject or other well-suited person. It is important for the applicants' legal certainty that the screening is conducted in an objective and transparent manner. Careful attention and consistency are crucial components in the screening process. In case of doubt about an applicant's eligibility, it is recommended that the application be referred to expert review.

Documentation requirements

The document shall contain information about who participated in the selection and it must be signed by the head of department. The written documentation must justify each case of screening, for example by explaining why an applicant's degree of doctor was considered not relevant for the position.

The HR specialist notifies the applicants who will no longer be considered in the process. The

documentation is stored in the recruitment tool where it will be available to the appointment and promotion committee. Documentation of the screening is also essential in case of appeals.

Screening criteria

- The applicant has not been able to show that they meet the qualification requirements, for example, a degree of doctor and or teaching skills or other qualification requirements included in the advertisement. Note that applicants who do not have a degree of doctor may have acquired equivalent qualifications through research in the subject/discipline in question.
- The applicant does not have a degree of doctor in the subject/area requested in the advertisement. Note that applicants may have a degree of doctor in a related subject/discipline and thus still be eligible.
- Incomplete application. It is obvious that essential parts of the qualification requirements cannot be assessed based on the documents included in the application. For example, when there is no list of publications and/or attached publications or when there is an incomplete account of the applicant's teaching skills.^{1 2}
- In the case of a large number of applicants, qualified applicants who receive a low ranking based on the assessment criteria may also be subject to screening. The screening must be clearly justified according to the conditions of each recruitment, as well as the nature of the search field.

Choosing external experts

When experts are required, the following applies: Head of department or head of subject proposes experts and ascertains that there are no conflict of interests. The time frame should normally be 4-6 weeks but may be adjusted to the circumstances of each individual case, and could consequently be longer than 6 weeks. Any potential conflict of interest shall be noted and carefully investigated at an early stage.

The proposal for experts and the agreed time frame is discussed with the dean and forwarded to the HR specialist, who ensures that the dean makes a formal decision. The HR Office ensures that the experts have access to application documents and information about Karlstad University's Appointment Procedure, etc.

Expert reviews are submitted to the HR specialist or uploaded to the recruitment tool. The final review must be signed by the experts.

The number of experts varies depending on the employment category. Additional experts may be appointed if necessary. This should be considered when appointing professors or when applicants from different disciplines are qualified candidates for the position.

If manifestly unnecessary, no expert needs to be appointed. For example, when a candidate is already employed in a similar position at another university and is the only candidate, or

¹ The advertisement should state that a complete application must be submitted by the end of the application period and that an incomplete application cannot be assessed.

² In some cases, it can be appropriate to ask the applicant to submit a supplement instead of screening an incomplete application. This can be done when in case there is a highly qualified applicant with incomplete documentation of qualifications. This may also be appropriate if there are few applications. Consideration must be given to whether this can be done without hindering the ongoing process.

if the candidate can supply a former expert review issued no more than three years ago. Expert reviews are not required for short fixed-term employments where an expert process cannot be completed before the starting date. Decision regarding exceptions is made by the dean.

The list below of the number of experts appointed at Karlstad University applies to typical cases. Additional experts can be consulted if needed. Karlstad University appoints the number of experts stated below, both in case of promotions and new hirings.

- Professor: at least two experts. Expert review is not required if it is clearly unnecessary, for example, if there is only one candidate who can submit an expert review issued no more than three years previously, or if the candidate can verify a position as professor at another university.
- Senior lecturer: two experts in case of recruitment, one in case of promotion.
- Associate senior lecturer: two experts in case of recruitment, one expert in case of promotion to senior lecturer.
- Postdoc: no expert.
- Adjunct professor: two experts.
- Adjunct teacher: no expert. Adjunct senior lecturer: two experts. Adjunct lecturer: no expert.
- Senior professor: Neither expert opinions, nor processing by the appointment and promotion committee is required if the person is a former professor at Karlstad University.
- Visiting professor: In case of several applicants, at least two experts are required. No expert is required if there is only one candidate whose eligibility is verified.
- Visiting researcher: One expert is required if it is necessary to rank several candidates. A suitable expert at Karlstad University may be appointed; otherwise an external expert is consulted.
- Lecturer: Experts are normally not required. If there is uncertainty about the qualifications of the candidates, consulting experts is recommended.

For the appointment of an adjunct professor, at least one of the experts should possess significant academic qualifications of relevance to the subject area, and should normally be employed in higher education. At least one expert should be well acquainted with the candidate's standing as a leading specialist in his/her primary field of expertise.

For the appointments of a lecturer, a postdoc, adjunct teacher experts are not normally required. The head of department or the dean's delegate is in such cases responsible for ensuring that the assessment of the applicants' academic, teaching and other qualifications is conducted in accordance with the regulations of the Higher Education Ordinance and the university's Appointment Procedure. In the event of any uncertainty, an expert shall be consulted.

The main rule is that the appointed experts are employed at other universities or environments than Karlstad University. Experts should not review future colleagues.

Pursuant to the Higher Education Ordinance, both men and women should be represented when reviews from two or more experts are obtained, unless extraordinary reasons prevent this. An extraordinary reason may be that there are no experts of one gender, or that they have difficulties taking on the task within a reasonable time. The reason for making an exception must always be explained and justified. However, the department should always ask experts of both genders first.

Expert review

The applicants' qualifications should be assessed in relation to the subject area, the duties of the position, and the qualification requirements and assessment criteria stated in the advertisement.

If there are teaching experts, their statements should centre on the extent to which the applicants satisfy the teaching requirements. The teaching expert should select a shortlist based entirely on teaching skills.

If there are both women and men among the highest-ranking applicants, the experts are requested to state whether they can be assessed as being equal or approximately equal so that the recruitment committee will be able to decide whether to apply the principle of equal opportunity.

Reviews of promotion applications should only consider whether the applicant meets the qualification requirements or not.

For the appointment of adjunct professors and adjunct teachers, the quality level of both the written academic works and the professional qualifications of the candidate should be described and considered in relation to national and international expertise in the field. Teaching skills should also be assessed. The review should conclude with a statement on whether the applicant meets the requirements for the position.

If the experts need supplementary information/documents from the applicants, the HR specialist will assist in procuring them.

The experts shall upload their assessments to the university's recruitment tool.

Assessment of qualifications and selection

The assessment of qualifications must be neutral regarding people's different backgrounds, gender, and cultural expressions. Those involved in the assessment should possess knowledge on these issues.

According to the constitution and public employment legislation, consideration shall only be given to objective grounds such as service merit and competence. The applicant's service merit and competence shall be assessed in relation to the qualification requirements, the assessment criteria and the university's Appointment Procedure. Skills, i.e. education, personal qualities and professional experience shall be considered most important in the assessment, unless there are special reasons to do otherwise. Service merit, i.e. time in public employment, should only be the deciding factor in instances of equal or largely equal qualifications.

The assessment of teaching expertise and of scientific expertise shall be equally thorough. Teaching skills and scientific/artistic skills does not have to be given equal weight, but the expertise in both areas must be as carefully considered.

Other skills, such as relevant personal qualities, are to be assessed by the person responsible for the recruitment and should be part of the assessment material. The experts primarily assess scientific, artistic and teaching skills. Cooperation, leadership, administrative skills and personal qualities may mean that an applicant who is not ranked as the top candidate by

the experts can still be considered the most skilled candidate. The responsibility to make a complete assessment lies with the appointment and promotion committee.

Main consideration will be given to quality, rather than quantity. Assessment of the applicants' qualifications should be based on the information about the subject, duties of the position, qualification requirements and assessment criteria stated in the employment profile/the advertisement and the university's Appointment Procedure. Any employment gaps in the applicant's CV should not necessarily be held against them but should be looked into. This can, for example, be accomplished in connection with the interview.

For applicants who satisfy the qualification requirements, the evaluation of their qualifications are to be based on other assessment criteria that apply to the position.

The same qualification requirements apply to promotion as to other types of recruitment. In cases of promotion, it is only necessary to assess whether or not the applicant meets the qualification requirements.

Insufficient teaching skills does not compensate for good research qualifications or vice versa. This means that academic staff may not be employed without the applicant having documented both teaching and research skills, as well as training for teaching in higher education.

As with research qualifications, teaching skills must be assessed on the basis of submitted qualifications and clearly specified criteria. In the individual case certain aspects of teaching skills may be more relevant than others, which affects the choice of criteria or the weight assigned to each of the criteria.

The assessment of teaching skills should, like research expertise, have an academic foundation. The comprehension of competence and the criteria used in the assessment should be based on the current research-based knowledge of teaching and learning. Expert assessments of teaching skills require consideration of both proven experience and research-based knowledge related to which factors affect student learning.

An applicant who lacks formal training for teaching in higher education may still be employed provided that training for teaching in higher education is included in the duties for the two first years of employment.

The pedagogical development unit can assist in validating applicants' training in higher education teaching in cases of uncertainty.

It is the applicants' responsibility to document qualifications in a manner that enables an objective and qualitative assessment of their qualifications, while it falls on the recruitment and promotion committee and the external experts' to assess teaching and research skills equally meticulously.

Gender equality and diversity

Karlstad University is an inclusive university permeated by a diversity of backgrounds and different competencies among all staff. Karlstad University strives for:

- Knowledge, understanding and acceptance of cultural differences

- Even gender distribution within groups of staff and in decision-making and preparatory bodies (at least 40 per cent of the underrepresented gender)
- Diversity, with a mixture of ages, competencies, backgrounds and experiences enriching the university's activities

Karlstad University shall actively work towards ensuring that anyone is given the opportunity to apply for vacancies regardless of gender, ethnicity, religion or other beliefs. Discrimination against employees and applicants on the grounds of gender, gender-transgressing identity or expression, ethnic belonging, religion or other beliefs, functional challenge, sexual orientation, or age, is forbidden.

The discrimination prohibition applies, for example, when an employer decides on employment issues, selects an applicant for a job interview, or takes any other measure during the employment procedure. The same applies for promotion procedures. The provisions on equality and diversity applicable in the employment of teachers are available in, for example, the discrimination act, the higher education ordinance, the university's policy on equality and in the university's Appointment Procedure.

In order to promote gender equality and diversity, personal contact may be made with applicants of the underrepresented gender to encourage them to apply for vacancies.

Affirmative quotas, i.e. reserving a position for either gender, is prohibited. However, if there is an uneven gender balance in the workplace, positive discrimination may under certain conditions be applied in the selection process. Gender may only be taken into consideration if one of the genders are underrepresented. Gender may then be the determining factor when a male and a female applicant have equal or largely equal qualifications and if it is used to achieve gender balance in the workplace.

A condition for positive discrimination is that the employer conducts systematic efforts aimed at promoting gender equality.

Conflict of interest

Disqualification protocol is stipulated in the Administrative Procedure Act. Disqualification means that there is uncertainty as to whether an individual can act impartially due to some interest in the matter that could conceivably affect their opinion. An individual who is disqualified may not participate in the preliminary procedures, the deliberations, assessments, or any decision related to a recruitment or promotion.

Disqualifying circumstances that may arise in connection with an appointment are:

- When the matter concerns the individual or his/her spouse, parents, children, siblings or some other close relation, or when the outcome of the matter can be expected to favour or harm the individual or someone in close relation.
- When there is some other special circumstance that could jeopardize confidence in the person's impartiality in the matter. An example of this may be that the person is clearly on friendly or unfriendly terms with the applicant.

An expert or a member of the recruitment committee may have their impartiality called into question in cases of co-authorship with an applicant, if there have been several instances of collaboration, and if the collaboration occurred in recent years.

Disqualification is disregarded when the question of impartiality is clearly not an issue.

Anyone who knows of any circumstance that could constitute their disqualification is obliged to disclose this. An issue of disqualification can also be raised by someone else, such as an applicant or a colleague.

Discontinuation of the recruitment process

Recruitment may be discontinued if, for example, the number of qualified candidates is insufficient, or if new circumstances have arisen that prevent the appointment from taking place. The dean decides in most discontinuation matters, except for discontinuation of professorship recruitments, which are decided by the vice-chancellor.

There is no requirement to justify a decision to terminate the appointment procedure or post it, nor is the decision subject to appeal. The HR Office is responsible for notifying the candidates of the decision to terminate the recruitment.

Appeal

Decisions on appointments and rejections of applications for promotion may be appealed to the Higher Education Appeals Board. Appeal is not possible for decisions regarding promotion of employment of professor through nomination.

Normally, only those who applied for the position has the right to appeal. A person who has filed claims for re-employment or priority right to more working hours is equivalent to an applicant. In accordance with government practice, it is acceptable to appeal against a decision to appoint someone to a position that the authority did not publicise (= declare as vacant). In principle, anyone may appeal in such cases.

The HR Office is responsible for notifying the candidates of the appointment decision and the right to appeal. The appeals period is three weeks from the day the information was posted on the University's official bulletin board.

An appeal shall be submitted to the HR Office, which also handles the processing of the matter. The matter shall be processed without delay.

While an appeal is administered, the person who was offered the position can fill the vacancy on a fixed-term contract while the appeal is being processed. An employment cannot be terminated just due to the fact that an appeal decision was not in the favour of the already employed. According to the employment protection act, the authority can in such a case have two persons employed and the dismissal of one of them must be based on reasonable cause.

When an appointment decision is appealed against, the HR Office ensures that the appeal was submitted within the prescribed period. If not, the appeal is rejected. If the appeal was submitted within the prescribed period, the HR Office forwards the appeal and the available documents to the Higher Education Appeals Board within a week. The best option is to submit the appeal via e-mail.

When an appeal is forwarded to the Higher Education Appeals Board, the university should attach a statement. The statement should include a clear motivation for the position taken in the matter and comments on the claims made in the appeal. In consultation with the HR specialist, the head of department prepares a statement to be signed by the person in charge of the recruitment. If necessary, the external experts may clarify their statements.

The following attachments should be submitted to the Appeals Board. The e-mail should include the name of the plaintiff and that it concerns an appointment matter.

- The university's decision on the appointment profile and the public announcement of vacancy.
- The application documents of the person offered the post and the person appealing. Research publications need not be submitted. They are requested if needed
- Any expert statements and the recruitment committee's statements/minutes.
- The appointment decision.
- The appeal, complete with original copies of any attachments.
- Any other documents of relevance to the case.
- The phone number and/or e-mail address of the university officer in charge.

If the Higher Education Appeals Board annuls the university's appointment decision, a representative from the appointment and promotion committee should participate in the further proceedings.

More information on appeals can be found on the Higher Education Appeals Board's website: www.onh.se

Employment agreement

When the appointment decision is to be made, the successful candidate is contacted for discussion on a starting date, salary, and other terms of employment. The dean and the head of department agree on who should conduct the discussion in each separate case. In the event that the three-week appeal period has not expired, it is important to explain that permanent employment cannot take effect until the decision has come into full force.

The head of department is responsible for informing the HR Office of the details to be included in the agreement. The HR specialist ensures that the employee unions are informed of the details of the agreement before it is signed. The agreement must be completed before the starting-date of the employment.

The dean issues all verifications of employment concerning non-fixed term employment of academic staff except for professors, which are signed by the vice-chancellor. Employment agreements for fixed-term positions are issued in accordance with the stipulations in the university's Order of Delegation.

In the event that training for teaching in higher education is to be undertaken during the first two years of employment, this must be stated in the employment agreement.

Registering and documentation

Regulations pertaining to public authorities' duty to register documents and the right-of-access principle shall be observed. Recruitment processes must be registered and documented in the university's recruitment system. Normally, the documentation comprises:

- Recruitment profile, advertisement and information on channels used
- All application documents from all applicants
- Documentation of the selection process, such as summaries of decision material and the minutes from the appointment and promotion committee
- Notes from interviews, trial lectures and reference-taking are stored during the process and then deleted when the decision has gained legal force
- File notes of relevance to the outcome of the recruitment process

Induction of new employees

Workplace induction is important in order for new staff to get off to a good start in their jobs. There is an induction programme that may be used as a guide to welcoming new employees to the workplace. The programme can be found on the university's web site. An induction course, which provides new employees with valuable information about the various parts of the university, is offered to newly employed staff on a continual basis. For new employees from other countries, special induction sessions are arranged by the HR Office.

New academic staff have the opportunity to be assigned a mentor. See the mentor programme on the university website.