



Supplementary Regulations

for the Appointments Procedure at Karlstad University

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Scope

These Supplementary Regulations provide a compilation of rules and procedures for the recruitment and promotion of academic staff and supplement the University's Appointments Procedure. The regulations apply to all academic appointments¹. Delegations of authority may vary between faculties and over time; always check the current Order of Delegation and faculty-specific procedures before initiating a process. Appointment as docent and recognition as a recognised or distinguished university teacher are not covered by this document, since these are not forms of employment. Information about these is available on the University intranet.

Procedures and regulations in the recruitment process

The following describes the workflow, distribution of responsibilities and internal regulations for the recruitment of academic staff. Supplementary information and materials for the various stages of the recruitment process are available on the University intranet.

Karlstad University applies competency-based recruitment, a method based on a structured approach that focuses on and takes as its point of departure the competencies relevant to the duties of the position.

Needs analysis

Before each recruitment, regardless of whether the appointment is permanent or fixed-term, a needs analysis is conducted to clarify the competence needs and financial conditions. The analysis is based on the department's strategic workforce plan (skills management plan) and the University's workforce planning strategy. Based on the assessment, a decision is made on whether to initiate recruitment or whether the need can be met in another way.

Recruitment team

The head of department appoints a recruitment team with the competence required to assess applicants. Collectively, the team must have knowledge of the University's recruitment process and relevant regulations. The team should be as diverse as possible in terms of, for example, position, age and background. As far as possible, women and men should be equally represented. This requirement does not apply if there are exceptional reasons.

Efficient recruitment process

Recruitment processes are conducted in a legally sound, efficient and proactive manner, with good planning and foresight. A timeline and activity plan is prepared and agreed within the recruitment team. The plan should state, for example, when external experts are to be appointed, when the expert review is to take place, preliminary interview dates, how the advertisement will be disseminated and how responsibilities are distributed.

Employment profile and advertisement

A recruitment process begins with the preparation of a proposed employment profile. The head of department, or an employee appointed by the head of department, prepares the proposal with support

¹Professor, adjunct professor, visiting professor, senior professor, senior lecturer, associate senior lecturer, postdoc, visiting researcher, adjunct teaching staff, lecturer

from an HR specialist. This is often done together with the appointed recruitment team. The head of department presents the matter to the dean at an early stage. The dean approves the employment profile, except for appointments as professor, adjunct professor, senior professor or visiting professor, in which cases the vice-chancellor decides. The decision on the employment profile must be made in writing, normally through digital approval in the recruitment system. The employment profile forms the basis of the advertisement. The employee unions are informed of the employment profile/advertisement by the HR specialist. The templates for preparing employment profiles/advertisements provided by the HR Office must be used.

The employment profile should be formulated broadly and neutrally and clearly state the subject area, duties, eligibility requirements and assessment criteria. The eligibility requirements and assessment criteria must be based on the University's Appointments Procedure and on the duties included in the position. Applicants' qualifications will be assessed only on the basis of the employment profile/advertisement. It is therefore important to distinguish carefully between requirements for the position and desirable qualifications. Eligibility requirements or assessment criteria cannot be added at a later stage unless they are prescribed by law, ordinance or the University's Appointments Procedure. Further information about eligibility requirements and assessment criteria is provided later in this document. Personal qualities specified in the employment profile must be clear, relevant to the position and possible to assess.

The employment profile must always be available in Swedish. Advertisements for permanent appointments requiring a doctoral degree, as well as advertisements for fixed-term career-development positions, must be translated into English for international advertising. For other appointments, the advertisement is translated as needed.

Advertising vacancies is part of the University's overall marketing and exposure. The text must be easy to read, appealing and specifically formulated for the relevant target group. The advertisement must describe the workplace, duties and terms of employment. The eligibility requirements and assessment criteria established in the employment profile must also be stated.

Advertisements must be designed in accordance with the University's brand platform and visual identity and formulated in an inclusive manner.

Subject area

The subject area of the appointment is determined when the employment profile is approved. As a rule, appointments are made in the relevant subject without a specialisation. A specialisation may be stated in the advertisement in order to attract the appropriate target group, but it must be clear that the appointment itself is in the subject without a specialisation. Didactics is an exception and may be specified as a specialisation in the appointment. Only subjects established at the University may be used.

As a rule, the subject area should not be changed during the period of employment or upon promotion. A change of subject area may be considered if the subject area is no longer used or is no longer relevant.

Eligibility requirements

When appointing academic staff, the first step is to determine whether the applicants meet the eligibility requirements. These are the minimum requirements that must be satisfied for an applicant to be appointed or promoted. Only applicants who meet all eligibility requirements are qualified for the position. Eligibility requirements for academic appointments are set out in the Higher Education Ordinance and in the University's Appointments Procedure. Additional eligibility requirements may be

stipulated. If so, they must be stated in the employment profile and advertisement.

Eligibility requirements – specifically for associate senior lecturers

Under the Higher Education Ordinance, primary consideration should be given to applicants who have been awarded a doctoral degree or acquired equivalent research expertise no more than five or no more than seven years before the application deadline for the position as associate senior lecturer. Each higher education institution decides which of these time limits applies.

At Karlstad University, the doctoral degree must have been awarded, or equivalent research expertise acquired, no more than five years before the application deadline.

Assessment criteria

The assessment criteria are used to rank qualified applicants on the basis of the knowledge, experience and qualities considered important for the position. The criteria must be clearly linked to and reflect the duties of the position. The employment profile/advertisement must state how the different assessment criteria are to be weighed against one another. The assessment criteria constitute the final selection instrument used to evaluate and rank applicants. In addition to assessment criteria prescribed by law, ordinance and, where applicable, the University's Appointments Procedure, criteria relevant to the particular position are determined in each individual recruitment. These must be stated in the approved employment profile.

Advertising

All vacancies must be advertised and open to both internal and external applicants. International advertising is also required for positions as associate senior lecturer or postdoc and for permanent appointments as professor or senior lecturer.

Advertisements are normally published on Karlstad University's external website and intranet and on the Swedish Public Employment Service website (Platsbanken). The head of department decides on any additional advertising channels.

Various activities may be undertaken to generate greater interest in the position and reach as many candidates as possible, for example:

- Other higher education institutions may be contacted to identify individuals who have applied for similar vacancies there. These individuals can then be informed directly about the vacancy at Karlstad University.
- Active dissemination of information about the vacancy in relevant networks.
- Advertising in media aimed at the target group.
- Sharing the advertisement on social media.
- Individual contacts and invitations.

For recruitments in areas where qualified applicants are difficult to attract, proactive efforts must be made to reach qualified candidates.

As a general rule, the advertisement must be published for at least three weeks, with an application period of the same length. The application period may be extended if necessary. In such cases, the HR Office informs applicants who have already submitted an application of the extended deadline.

Exceptions to the advertising requirement may only be made when there are special reasons not to advertise. The following exceptions are supported by law or ordinance:

- Appointment of a person who has a preferential right to re-employment or to more extensive employment².
- Employment of a redundant employee covered by measures provided by the Job Security Foundation.
- Employment of employee relocated to avoid termination of employment under the Employment Protection Act (LAS).
- Employment of a professor by nomination.
- Employment of career-development positions.

Application procedure

Applications for appointment or promotion are submitted digitally via the University's recruitment tool. If this is not possible, an application may, in exceptional cases, be submitted by email or post. Applicants are responsible for ensuring that their application is complete in accordance with the requirements stated in the advertisement and for documenting their qualifications in a manner and at a quality that enables the recruitment team, external experts and the appointment and promotion committee to make an objective, qualitative and complete assessment of their qualifications. Application documents and attachments, such as degree certificates, must be in Swedish, Norwegian, Danish or English. Applicants are responsible for ensuring that documents in any other language are translated. An incomplete application may mean that an applicant's qualifications cannot be assessed in all respects.

A complete application must reach the University no later than the application deadline. A late application may only be considered in exceptional cases, provided there are special reasons and it is in the University's interest to do so. If necessary, the University may request supplementary material from individual applicants or from all applicants. In exceptional cases, the University may also accept supplementary material submitted on the applicant's own initiative. The University's need to appoint the most qualified applicant and its ambition to maintain an efficient process must guide decisions on supplementary material.

Applicants must meet the eligibility requirements for the position no later than the application deadline. Any supplementary material submitted after the deadline must concern circumstances that arose before the application period ended.

For appointment as a postdoc, however, the requirement of a doctoral degree or a foreign degree deemed equivalent to a doctoral degree must be met no later than the date on which the appointment decision is made.

The HR Office sends applicants confirmation that their application has been received and general information about the next stages of the process.

Application documents are public documents that are registered and stored electronically in the University's recruitment tool. If an applicant requests confidential treatment of an application, the request should be respected as far as possible. The HR specialist must inform the applicant of the rules governing public access to official documents, which in practice means that application documents must be disclosed if requested. Special procedures apply to application documents submitted by

²At Karlstad University, this exception is not applied to permanent appointments.

applicants with protected personal data, in accordance with confidentiality requirements.

A complete application must contain the documents requested in the advertisement. A certificate of completed qualifying training in teaching and learning in higher education, or equivalent competence, must be attached. Other qualifications relevant to the position must also be described and verified, for example by copies of employment certificates, degree certificates or other certificates. A person who has submitted incomplete documentation of their qualifications may not be appointed.

Where physical copies of, for example, books are submitted, applicants must provide enough copies for all external experts as well as one copy for the University. The required number is stated in the advertisement.

Applicants for positions as visiting professor or visiting lecturer must attach documentation verifying their employment outside Karlstad University. Before appointment, an additional check is made with the main employer to ensure that the appointment is anchored with that employer.

An applicant who withdraws their application must do so in writing.

Screening of applications prior to expert review

The main rule is that all applicants are reviewed by external experts. In some cases, it may be justified to screen applications before they are sent for expert review. The purpose of screening applications is to make the process more efficient, for example by:

- making it easier to find external experts
- reducing the time required for the external expert's review
- reducing the cost of expert review

The head of department is responsible for the screening and conducts it together with a person who is particularly familiar with the subject, a subject representative or another suitably qualified person. For reasons of legal certainty, it is important that screening is conducted objectively and transparently. Screening must be carried out carefully and consistently. In case of any doubt, it is recommended that the application be referred for expert review.

Documentation requirements for screening

Completed screening must be documented in writing. The documentation must state who participated in the selection and be signed by the head of department. The written documentation must explain the reason for screening out each applicant. For example, it should state why an applicant's doctoral degree is considered irrelevant to the position.

The HR specialist informs applicants whose applications will not proceed to expert review. The documentation is stored in the recruitment tool and is available to the appointment and promotion committee. Documentation of the screening may become important in the event of an appeal.

Screening criteria

- The applicant has not been able to demonstrate in the application that the eligibility requirements for the position are met, for example a doctoral degree and/or teaching skills or another qualification requirement stated in the advertisement. Note that an applicant without a doctoral degree may have acquired equivalent research expertise through research in the relevant subject/field.
- The applicant does not hold a doctoral degree in the subject/field requested in the

advertisement. Note that an applicant may hold a doctoral degree in a closely related subject/field and may therefore still be qualified.

- Incomplete application. It is clear that essential parts of the eligibility requirements cannot be assessed on the basis of the documents submitted. Examples include a missing list of publications and/or missing publications, or incomplete documentation of teaching skills. The advertisement must state that a complete application must be submitted by the end of the application period and that an incomplete application cannot be assessed.³
- When there are many applicants, qualified applicants expected to rank low on the basis of the assessment criteria may also be screened out. Such screening must be clearly justified in light of the circumstances of the recruitment and the nature of the applicant pool.

External experts

External experts are persons with expertise in the subject area of the position. Normally, the experts assess both research and teaching skills. If there is a need for a separate teaching expert, such an expert may also be appointed. External experts should normally be professors or associate professors (docents), and their academic and/or teaching qualifications must clearly exceed those required for the position being assessed. Separate instructions for external experts provide further guidance on how their statements are to be formulated.

Choosing external experts

When external experts are required, the head of department, or a person appointed by the head of department, normally the subject representative, should begin identifying possible external experts at an early stage. The head of department, or the appointed person, contacts potential experts, discusses the time required and checks that there is no conflict of interest.

The normal time frame is four to six weeks, but it may be adjusted to the circumstances of the individual case. It may therefore be longer than six weeks or shorter than four weeks. Any potential conflicts of interest must be identified and carefully investigated at an early stage.

The proposed external experts, including their contact details and the agreed timetable, are submitted to the HR specialist, who arranges for a formal decision to be prepared for the dean. The HR Office ensures that the experts receive instructions for the assignment, access to the application documents in the recruitment system and information about the University's procedures and any other materials required for the assignment.

The external experts' statements are uploaded to the University's recruitment tool. The final statement must be signed by the experts.

The number of external experts appointed varies depending on the category of academic appointment. Additional experts may be appointed if necessary. This should be considered in particular for professorial appointments or where applicants from several different disciplinary backgrounds may be considered for the position.

If manifestly unnecessary, no expert needs to be appointed. For example, if the applicant already holds a similar position at another university and is the only applicant, or if the applicant can submit previous expert reviews issued no more than three years earlier. The requirements in Karlstad University's Appointments Procedure always apply and must be met for an applicant to be considered qualified. This must also be taken into account when previous expert reviews are used as part of an application.

³Under certain circumstances, it may be appropriate to ask the applicant to submit supplementary material instead of screening out an incomplete application, for example when a highly qualified applicant has incompletely documented qualifications or when only a small number of applications have been received. Consideration must be given to whether this can be done without adversely affecting the ongoing process.

Expert reviews are also not required if the appointment is fixed-term and so short that no expert statements can be obtained before the starting date. The dean decides on exemptions.

Karlstad University normally appoints the following number of external experts for recruitment and promotion:

- **Professor:** at least two external experts.
- **Senior lecturer:** two external experts for recruitment, one in case of promotion.
- **Associate senior lecturer:** two external experts for recruitment, one in case of promotion to senior lecturer.
- **Postdoc:** no external expert.
- **Adjunct professor:** two external experts. At least one of the experts must possess significant research expertise relevant to the subject area and should normally work in higher education. At least one expert must have good knowledge of the proposed appointee's standing as a leading specialist in the field of their primary employment.
- **Adjunct teacher:** no external expert. **Adjunct senior lecturer:** two external experts. **Adjunct lecturer:** no external expert.
- **Senior professor:** Neither expert review 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. If there is only one applicant and eligibility has been verified in another way, no expert need be appointed.
- **Visiting researcher:** One expert must be appointed if a selection is to be made between several qualified applicants. A suitable expert at Karlstad University may be appointed; otherwise an external expert must be appointed.
- **Lecturer:** Experts are normally not appointed to assess applicants for a lectureship, but expert review is recommended if there is uncertainty when assessing applicants' qualifications.

External experts are normally not appointed to assess applicants for positions as lecturer, postdoc, adjunct teacher or senior professor. For appointments as visiting professor or visiting researcher, an expert is normally appointed only when there are several applicants. The head of department, or the person to whom the dean has delegated responsibility, is then responsible for ensuring that applicants' research, teaching and other qualifications are assessed in accordance with the Higher Education Ordinance and the University's Appointments Procedure. In cases of doubt, an external expert must be appointed.

As a general rule, experts from other higher education institutions or environments outside Karlstad University should be appointed as experts. Experts should not assess candidates who may become colleagues.

The Higher Education Ordinance states that both women and men must be represented when two or more experts are appointed, unless there are exceptional reasons to the contrary. An exceptional reason may be that experts of one gender are unavailable or unable to accept the assignment within a reasonable time. If representation of both women and men is not possible, this must be reported and justified to the decision-maker. However, the department must always begin by approaching experts of both genders.

Expert review

Applicants' qualifications must be assessed against the subject area, duties, eligibility requirements and

assessment criteria stated in the advertisement and in the University's Appointments Procedure. Where a teaching expert is appointed, the statement must focus on assessing the extent to which applicants meet the teaching requirements. The teaching expert must identify a shortlist based solely on teaching skills.

Where both women and men are among the highest-ranked applicants, the external experts must state whether they can be considered equally or almost equally qualified so that the appointment and promotion committee can determine whether gender equality considerations should be decisive.

For promotion applications, the statement must address only whether the applicant meets the eligibility requirements.

In statements concerning adjunct professors and adjunct teachers, both the level of the proposed appointee's written academic work and their professional competence must be described and considered in relation to national and international expertise in the field. Teaching qualifications must also be assessed. The statements must conclude with an assessment of whether the applicant meets the eligibility requirements for the position.

If supplementary information or documents are required from applicants, the HR Office assists in obtaining them.

External experts must upload their signed statements to the University's recruitment tool or, alternatively, email them to the HR specialist.

Simplified eligibility assessment

The main rule when assessing eligibility for academic appointments is that external experts must be appointed. If expert statements can be obtained within the available time, this must be done. A simplified eligibility assessment may only be used for urgent, short-term appointments where there is insufficient time to conduct an expert review.

To ensure that the appointee nevertheless meets the basic eligibility requirements, the simplified procedure below may be used. Note that permanent appointments must always be subject to expert review.

All eligibility requirements must be verified, and the applicant is responsible for submitting the necessary documentation. The following documents must be submitted:

- degree certificate
- certificate of qualifying training in teaching and learning in higher education, where applicable
- certificate or other documentation verifying teaching skills
- current CV and list of publications
- any previous expert statements

The HR specialist prepares the matter and the dean makes the decision.

Assessment of qualifications and selection

The assessment of qualifications must be objective and impartial, and neutral with respect to individuals' background, gender and cultural forms of expression. The persons involved in the assessment must have knowledge of these issues.

Under the Instrument of Government and the Public Employment Act, consideration may only be given to objective grounds such as service merit and competence. Applicants' service merit and competence must be assessed and weighed against the eligibility requirements and assessment criteria in

the employment profile and the University's Appointments Procedure. Competence, meaning education, personal qualities and professional experience, must be given primary importance in the assessment unless there are special reasons to do otherwise. Only where competence is equal or largely equal should service merit, meaning length of government employment, be decisive.

Teaching skills must be assessed with the same degree of care as research expertise. Teaching skills and research/artistic expertise need not be given equal weight, but both must be assessed with equal care. The weighting is stated in the employment profile/advertisement.

The external experts primarily assess research, artistic and teaching skills. Other competencies, such as personal qualities, are assessed by the person responsible for the recruitment and must be included in the assessment material. Expertise in collaboration, leadership, administration or personal qualities may mean that an applicant not ranked highest by the external experts is nevertheless considered the most competent candidate in the overall assessment. The appointment and promotion committee is responsible for the overall assessment, or the recruitment team where the process has been delegated to the department.

For applicants who meet the eligibility requirements, the assessment of qualifications must be based on the assessment criteria applicable to the position. The assessment should primarily concern quality rather than quantity. Applicants' qualifications must be assessed on the basis of the subject, duties, eligibility requirements and assessment criteria stated in the employment profile/advertisement and in the University's Appointments Procedure.

The same eligibility requirements apply to promotion as to recruitment. In promotion matters, the only question to be assessed is whether the applicant meets the eligibility requirements.

Insufficient teaching skills cannot be compensated for by strong research qualifications, or vice versa. This means that no academic appointment may be made unless the applicant has documented both teaching and research expertise and has also completed training in teaching and learning in higher education.

Teaching skills, like research qualifications, must be assessed on the basis of documentation of the qualifications cited and clearly formulated criteria. In an individual case, some aspects of teaching skills may be more relevant than others, which naturally affects the choice of criteria or the weight assigned to different criteria. The assessment of teaching skills, like the assessment of research qualifications, should be based on scholarship. Both the understanding of expertise and the criteria used in the assessment should be grounded in research-based knowledge about teaching and learning. Expert assessment of teaching skills takes into account both proven experience and research-based knowledge of factors affecting student learning.

An applicant who has not completed formal training in teaching and learning in higher education may nevertheless be appointed, provided that such training is included in the workload plan during the first two years of employment.

The pedagogical development unit assists in validating applicants' training in teaching and learning in higher education in cases of uncertainty.

Interviews, work samples, references and checks

As a rule, interviews and, where appropriate, trial lectures are conducted with selected applicants after the selection stage and, where applicable, after expert review. Exceptions may be made for persons who are already employed by the University. However, interviews are recommended when a choice is to be

made between internal and external applicants.

Before the interviews, the HR specialist prepares proposed interview questions. The recruitment team reviews the questions and adjusts them as needed. Interviews and any trial lectures are planned and conducted by the recruitment team at the department, with support from the HR specialist. The HR specialist may participate in interviews in support of the recruitment team and contribute interview and assessment expertise. Work samples are recommended, at least for final candidates. A trial lecture is one example of a work sample.

References must be obtained from at least two referees after the interviews. Normally, at least one referee should have held a managerial or supervisory role in relation to the applicant. Guidance and a template are available to support reference checking. References are taken by a member of the recruitment team or by the HR specialist.

Any gaps in the applicant's CV must be explored, for example during the interview. An identity check must be carried out as a final stage of the recruitment process, during the interview or, at the latest, before the appointment decision is made.

Appointment and promotion committees

The appointment and promotion committees are responsible for preparing matters and submitting proposals for decisions on academic appointments in cases where external experts are appointed. For short fixed-term appointments where expert statements are not obtained, the recruitment is prepared by the head of department. For appointments not subject to expert review, the matter is prepared by the person or persons delegated by the dean.

Before meetings of the appointment and promotion committee, members are given access to the application documents and other documents in the matter through the University's recruitment tool. With support from the HR specialist, the committees are responsible for obtaining expert statements on applicants' research, teaching and other qualifications. The committees are also responsible for ensuring that employment interviews, any trial lectures and reference checks are conducted. The committee may choose to conduct these stages itself, but they are normally delegated to the head of department, who then presents the matter to the committee.

When appointing the recruitment team at the department, the head of department must at the same time ensure that there are no conflicts of interest. In exceptional cases where there is a risk of a conflict of interest within the recruitment team, for example in cases involving highly qualified internal applicants, the team may be expanded to include the chair of the appointment and promotion committee or a person appointed by the chair. In the event of a conflict of interest, the person concerned must always refrain from further participation in the preparation and decision-making process.

Before a recruitment matter is considered by the appointment and promotion committee, the head of department, with support from the recruitment team, prepares decision-making material that is signed by the head of department. The material must include an account of the recruitment process, a response to the external experts' assessments, an account of any positions taken, and reasons and arguments for the proposed candidate in relation to the other candidates, the eligibility requirements and the most important assessment criteria. It must also include notes on interviews, trial lectures and reference checks. The template for decision-making material must be used.

The appointment and promotion committee proposes the applicant or applicants who should primarily

be considered for the appointment and records this in the minutes. In promotion matters, the committee must recommend whether the applicant should be promoted and state whether the applicant meets the eligibility requirements.

The committee has a quorum when more than half of its members are present, including the chair. External experts are not members of the committee and therefore have no right to vote or enter a dissenting opinion. Their assessments are set out in the minutes and/or their statements.

After completing its preparatory work, the committee submits a proposal to the dean as to who should be proposed for the appointment. The vice-chancellor makes decisions on appointments as professor; the dean makes decisions on all other appointments.

Conflict of interest

Rules on conflicts of interest are governed by the Administrative Procedure Act. A conflict of interest arises when a person's interest in a matter may cast doubt on their impartiality. Both actual bias and the appearance of bias must be avoided. A person with a conflict of interest may not participate in the preparation, deliberation, assessment or decision of a recruitment or promotion matter.

Examples of conflicts of interest that may arise in an appointment matter include:

Cases where the matter concerns the person themselves or their spouse, parent, child, sibling or another close relation, or where the outcome of the matter may be expected to bring exceptional benefit or harm to the person or someone close to them. Cases where there is some other special circumstance that may undermine confidence in the person's impartiality in the matter. An example is where the person is clearly a friend or adversary of the applicant.

The impartiality of an external expert, a member of the appointment and promotion committee or a member of the recruitment team may be called into question in cases of co-authorship with an applicant, if there have been many joint works and the collaboration took place in recent years.

A conflict of interest may be disregarded where the issue of impartiality is clearly of no significance. Anyone who is aware of a circumstance that may constitute a conflict of interest in relation to themselves must disclose it. A conflict of interest may also be reported by someone else, for example an applicant or a colleague.

Appointment decision and employment contract

The head of department or dean contacts the applicant who is to be offered the position. The starting date, salary and other terms of employment are agreed in accordance with the University's Order of Delegation. The employee unions are informed of the proposed terms of employment by the HR specialist, who sends them a draft employment contract.

The dean makes decisions on academic appointments, except for appointments as professor, which are decided by the vice-chancellor.

The HR Office prepares and posts the appointment decision and notifies the other applicants.

Interviewed applicants must receive personal feedback on the outcome from the head of department or another appointed person, preferably by telephone. The head of department also informs the applicant selected for appointment about the possibility of appeal.

Appointment decisions may be appealed within three weeks of being posted on the University's official noticeboard and become legally effective thereafter if no appeal is lodged. The HR specialist normally

issues the employment contract after the appeal period. Once the decision is final, the HR administrator returns any physical documents submitted by applicants.

Discontinuation of the recruitment process

A recruitment process may be discontinued if, for example, the applicant pool is insufficient, if the position instead needs to be used for reassignment in a restructuring process, or if other new circumstances have arisen that mean no appointment will be made. The dean decides on discontinuation except in recruitments for professorships, where the vice-chancellor decides.

A decision to discontinue the appointment procedure does not need to be justified or posted and is not subject to appeal. The HR Office informs the applicants of the decision to discontinue the recruitment. Recruitment must be discontinued before an appointment decision has been made.

Appeal

Appointment decisions and decisions to reject an application for promotion from associate senior lecturer to senior lecturer may be appealed to the Higher Education Appeals Board. Decisions to approve promotion, decisions to reject other promotion applications, and decisions to appoint a professor by nomination cannot be appealed.

As a rule, only those who have applied for the position have the right to appeal. A person who has claimed a right to re-employment or a preferential right to more extensive employment is treated as an applicant.

The HR Office informs the other applicants of the appointment decision and of their right to appeal. The appeal period is three weeks, counted from the day the information is posted on the University's official noticeboard. An appeal must be submitted to the registrar and the HR Office. HR manages the subsequent internal process and handles the matter in cooperation with the recruiting manager. The matter must be handled without delay.

If an appeal is lodged, the person who has been offered the position may be employed on a fixed-term basis in the vacant position while the appeal is being processed. An employment cannot be terminated solely because an appeal decision goes against the person already employed. In such cases, the public authority may end up with both persons employed, and termination of one of them must be based on objective grounds under the Employment Protection Act.

When an appointment decision has been appealed, the University must first determine whether the appeal was received within the prescribed time. If not, the appeal is dismissed in a separate decision. If the appeal was received in time, the University must forward the appeal to the Higher Education Appeals Board within one week, together with the relevant documents.

When the University forwards the appeal and the documents in the matter to the Higher Education Appeals Board, a statement from the University must be attached. The statement should provide more detailed reasons for the University's position in the matter and comment on the arguments made in the appeal. With support from the HR specialist, the head of department prepares a statement that is signed by the recruiting manager. If necessary, the external experts may clarify their statements.

The documents to be emailed/sent to the Higher Education Appeals Board are listed below. The email must state the name of the appellant and that the matter concerns an appointment.

- The employment profile and the vacancy announcement (advertisement).
- The application documents of the person appointed and of the appellant(s). Research

publications need not be enclosed; they will be requested if necessary.

- Any expert statements and statements/minutes from the appointment and promotion committee (ABU).
- The decision of employment.
- The appeal, including any attachments in the original.
- Any other documents that may be relevant to the matter.
- The telephone number and/or email address of the case officer at the university.
- The University's statement (this may be submitted shortly afterwards, but the date on which it will be submitted must be stated when the appeal is forwarded).

More information is available on the Higher Education Appeals Board website: www.onh.se

Registering and documentation

Rules on document registration and public access to official documents must be followed. Recruitment matters are registered and documented in the University's recruitment system. Documentation normally includes:

- Employment profile, advertisement and information on where the vacancy was advertised
- All application documents from all applicants, together with a list summarising all applicants
- Selection documentation, such as decision-making documents and minutes of the appointment and promotion committee (ABU)
- Notes relevant to the outcome of the matter
- Interview, trial-lecture and reference-check notes are retained until the decision is final and then deleted.

Gender equality and diversity

As described above, the University must work to ensure that everyone who is interested is able, and feels welcome, to apply for vacancies.

The Discrimination Act must be taken into account at every stage of the recruitment process and in promotion matters. Discrimination against employees and job applicants on the grounds of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age is prohibited.

As far as possible, recruitment teams should include participants of different genders, with different competencies and from different backgrounds.

To promote gender equality, personal contact may be made with applicants of an underrepresented gender in order to inform and encourage them to apply for vacancies. Gender equality and diversity must also be considered when designing vacancy advertisements and selecting advertising channels. The University works to achieve a good gender balance in all environments. In recruitment, gender may be a decisive factor when applicants of different genders are assessed as having equal qualifications, if this is used as part of efforts to correct an imbalance between genders in the workplace.

Special procedures

Special procedure for appointment of professor by nomination

Appointment of a professor by nomination is initiated by the faculty and decided by the vice-chancellor. The need must be stated in the department's strategic workforce plan. The dean submits a

written proposal to the vice-chancellor to appoint a professor by nomination. The proposal must include:

- A needs analysis explaining the particular importance of the appointment to the organisation and why appointment by nomination is justified.
- Financial plan.
- Employment profile.
- An account of existing research expertise in the field in relation to the proposed professor's expertise.
- An account of the considerations made from a gender equality perspective.
- An eligibility statement, CV and supporting documents, such as degree and employment certificates.
- Verification that the issue of conflict of interest has been considered before the matter was processed.
- Minutes must be enclosed if a conflict of interest has required specific consideration.

No advertising is carried out for appointment by nomination. The appointment must be reviewed by external experts unless this is manifestly unnecessary. Appointment by nomination must be used very restrictively.

Special procedure for appointment of adjunct professor

The forms of cooperation are normally regulated by agreement between Karlstad University, the adjunct professor, the adjunct professor's main employer and any other funders. If no agreement is drawn up between Karlstad University and the adjunct professor's main employer, the adjunct professor must provide documentation verifying employment outside the University. Appointment of an adjunct professor must be based on Karlstad University's needs, and the decision to recruit an adjunct professor, as well as decisions on the area and scope of the appointment, therefore rest entirely with Karlstad University.

The adjunct professor should normally participate actively in first- and second-cycle education, research and doctoral studies, contribute actively to development in their specialist field and promote increased knowledge exchange between Karlstad University and the wider community. It is also desirable for the adjunct professor to engage in University-wide matters.

1. Before the person being considered for appointment as adjunct professor is contacted, the dean and vice-chancellor must confer to discuss the department's needs, the person's qualifications and the financing of the appointment.

If, after discussions with the person and their employer, it is decided to proceed with the matter, the head of department prepares a written proposal/supporting document containing the following:

- The subject and duties included in the appointment and a description of the proposed appointee's background, current duties and expertise qualifications.
- The proposed appointee's CV and list of publications.
- A proposed agreement between Karlstad University and the proposed appointee's employer, setting out the conditions for the person to devote sufficient time to activities at Karlstad University and describing how the adjunct professor's activities are to be financed.
- Proposed external experts to assess the proposed appointee's qualifications.

2. The HR specialist requests complete application documents from the proposed appointee and

sends them to the external experts for assessment.

3. The external experts submit their statements through the recruitment system or to the HR specialist.
4. The matter is considered by the relevant appointment and promotion committee.
5. The vice-chancellor decides on the appointment of an adjunct professor.

Special procedure for appointment of adjunct teachers

Before a decision is made to appoint adjunct teaching staff, the employer must assess the expected extent of forthcoming adjunct appointments. The HR Office reports the assessment to the relevant employee unions in accordance with a separate procedure.

The forms of cooperation are normally regulated by agreement between Karlstad University, the adjunct teacher, the adjunct teacher's main employer and any other funders. If no agreement is drawn up between Karlstad University and the adjunct teacher's main employer, the adjunct teacher must provide documentation verifying employment outside the University. The purpose of an adjunct appointment is to add expertise that is not normally available in the regular organisation and that is necessary for high-quality education. Appointment of adjunct teaching staff must be based on Karlstad University's needs, and the decision to recruit adjunct teaching staff, as well as decisions on the area and scope of the appointment, therefore rest entirely with Karlstad University.

The adjunct teacher should normally participate actively in first- and second-cycle education, research and doctoral studies, contribute actively to development in their specialist field and promote increased knowledge exchange between Karlstad University and the wider community. It is also desirable for the adjunct teacher to engage in University-wide matters.

1. Before the person being considered for appointment as adjunct teaching staff is contacted, the head of department and dean must confer to discuss the division's needs, the person's qualifications and the financing of the appointment. If, after discussions with the person and their employer, it is decided to proceed with the matter, the head of department prepares a written proposal/supporting document containing the following:

- The subject and duties included in the appointment and a description of the proposed appointee's background, current duties and expertise qualifications.
- The proposed appointee's CV and list of publications.
- A proposed agreement between Karlstad University and the proposed appointee's employer covering sufficient time for duties at Karlstad University and financing of the adjunct teaching activities.

2. Adjunct teaching staff normally do not need to be reviewed by external experts. If the appointment is as adjunct senior lecturer, the teacher's eligibility must be assessed with the assistance of external experts. If external experts are nevertheless appointed, the appointment and promotion committee conducts the assessment. For appointment as adjunct teaching staff, the head of department, in cooperation with the HR specialist, obtains the documents verifying the teacher's eligibility.

3. The dean decides on appointments of adjunct teaching staff.

Promotion

A permanently employed lecturer who has acquired the qualifications required for appointment as senior lecturer may, upon application, be promoted to senior lecturer. A permanently employed senior lecturer who meets the eligibility requirements for appointment as professor may, upon application, be promoted to professor. An associate senior lecturer must, upon application, be promoted to senior lecturer provided that the eligibility requirements for appointment as senior lecturer are met.

For promotion to professor or senior lecturer, qualifying training in teaching and learning in higher education must have been completed in accordance with the recommendations of the Association of Swedish Higher Education Institutions (SUHF). For promotion to professor, doctoral supervision training must also have been completed.

An employee applies for promotion after a competence needs analysis has been completed. The applicant is responsible for submitting the documents required to demonstrate eligibility. The documents are submitted digitally via the recruitment tool to the HR Office, which ensures that the head of department/dean, external experts and the appointment and promotion committee have access to them.

Following a decision to reject an application for promotion, at least one year must elapse before a new application may be submitted.

Promotion from lecturer to senior lecturer

Before a matter concerning promotion from lecturer to senior lecturer is initiated and eligibility is assessed, the head of department conducts a written operational needs assessment. The assessment is based on the strategic need for a senior lecturer in the subject area, the department's strategic workforce plan (skills management plan) and the financial conditions. The operational needs assessment is discussed with the dean.

The appointment and promotion committee prepares the application based on one external expert statement. The dean decides on promotion to senior lecturer.

Promotion from associate senior lecturer to senior lecturer

An application for promotion from associate senior lecturer to senior lecturer is prepared by the appointment and promotion committee after a statement has been obtained from one external expert. The applicant's qualifications must be assessed against the eligibility requirements and assessment criteria applicable to senior lecturers and established in the University's Appointments Procedure, as well as against any additional requirements established in the employment profile for the appointment as associate senior lecturer.

An application for promotion may be submitted at any time during employment as an associate senior lecturer. The dean decides on promotion from associate senior lecturer to senior lecturer.

Promotion from senior lecturer to professor

Promotion from senior lecturer to professor is initiated by the dean in consultation with the head of department, based on an identified strategic need. With support from the head of department, the dean conducts an operational needs analysis based on the department's and faculty's strategic need for a professor in the subject area and on the organisation's financial conditions. The need for a new professor must be documented in the department's strategic workforce plan (skills management plan).

Such operational needs assessment and application for promotion to professor are conducted annually in November-December, when the strategic workforce plans (skills management plans) have recently been updated (see RB 59/25). The operational needs assessment is documented in writing using the designated template. The dean presents the operational needs assessment to the vice-chancellor, who decides whether the promotion process may be initiated. The HR specialist then opens a matter in the recruitment tool, after which the application can be received and eligibility assessed.

The vice-chancellor decides on promotion to professor.

Applications for promotion to professor from persons currently serving as dean, pro-dean, head of department or deputy head of department are handled by the appointment and promotion committee at the faculty other than the one at which the applicant serves (RB 126/23).