



Appointment Procedure at the University of Skövde

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1 Introduction

1.1 About the Appointment Procedure

The Higher Education Ordinance (Chapter 2, § 2, p. 9) regulates that an Appointment Procedure must be available at the University. Such a procedure comprises the regulations for employment of teachers applied by the University in accordance with The Higher Education Ordinance (1993:100) and The Higher Education Act (1977:218) as well as local regulations at the University. The Appointment Procedure at the University of Skövde also includes employment of technical/administrative staff (TA staff) and Ph.D. students.

The purpose of the Appointment Procedure is to create and maintain a common approach regarding forms of employment and the procedure of recruiting staff.

The Appointment Procedure is complemented with further information in work documents. These documents are created and maintained by the Human Resource (HR) Office.

The Appointment Procedure is ratified by the University Board. The vice-chancellor may decide on changes which are not of any fundamental significance.

1.2 Abbreviations

The abbreviation HF is used for The Higher Education Ordinance and LAS for The Law on Security of Employment (1982:80). The University of Skövde is referred to as the University in the Appointment Procedure.

1.3 English translation of professional titles

In the translation of professional titles into English at the University, British equivalents are used. The British translations of the different teaching positions are given in the respective sections.

2 Guiding principles for recruitment

Recruitment is crucial for the competence provision at the University. The University must look for the highest possible competence in each recruitment. To employ a new member of the staff must be seen as an important investment. For recruitments, considerations should only be made on grounds of fact such as merits and skills. Skills should be given priority unless there are specific reasons for other basis for assessment (The Instrument of Government, Chapter 11, § 9, Paragraph 2, Law [1994:260])

on public-service employment § 4). Skills concerned include scientific, artistic, pedagogical, and administrative skills as well as other skills of importance for the position such as personal qualities. The meaning of skills is individually defined for each employment.

Recruitment at the University is to be carried out in an efficient, legally secure, and structured way as well as convey a positive and professional image of the University in order to increase the prospects of attracting the most qualified applicants. For all recruitment, potential conflicts of interest must be taken into consideration in accordance with The Administrative Law (§§ 11-12).

The Discrimination Act has as its purpose to counteract discrimination and in other ways promote equal rights regardless of basis for discrimination, Act (2014:958). An equal-opportunity perspective taking all kinds of grounds for discrimination in regard should thus characterize the work for a strengthened excellent learning and academic environment at the University. This perspective is to be taken into account for every case of recruitment; the employer must identify which potential obstacles that exist for giving everybody, regardless of grounds for discrimination, equal opportunities to apply for vacant positions.

3 Employment of teachers

Teachers can be employed on either a tenure basis or a time-limited basis and normally within a teaching subject at the University; however, in exceptional cases, teachers may be employed in other subjects. Time-limited employment is possible in accordance with HF, LAS or collective union agreements. Table 1 shows a simplified overview of the possible forms of employment for teachers at the University. More information about under what circumstances a certain form of employment is suitable and possible can be found in this chapter as well as provided by the Human Resources Office.

Table 1 below shows the different teacher positions at the University:

Position	Tenure	Probationary employment	HF	Temp. posts	ALVA*	Union agreement
Professor	Yes	No	Yes	No	No	No
Visiting Professor	No	No	Yes	No	No	No
Adjunct Professor	No	No	Yes	No	No	No
Associate Professor	Yes	Yes	No	Yes	Yes	No
Senior Lecturer	Yes	Yes	Yes	Yes	Yes	No
Adjunct Sen. Lecturer	No	No	Yes	No	No	No
Adjunct Associate Professor/Sen. Lect. /Associate Sen. Lect.	No	No	No	No	No	Yes
Lecturer	Yes	Yes	No	Yes	Yes	No
Post-Doctor	No	No	No	No	No	Yes

Ph.D. Student	No	No	Yes	No	No	No
Temporary employment	No	No	No	No	Yes	No

Table 1

*General temporary employment (LAS 5 § p 1)

The University aims for a clear and attractive academic career path for teachers. Figure 1 shows what the academic career paths, in relation to employment of teachers at the University, may look like:

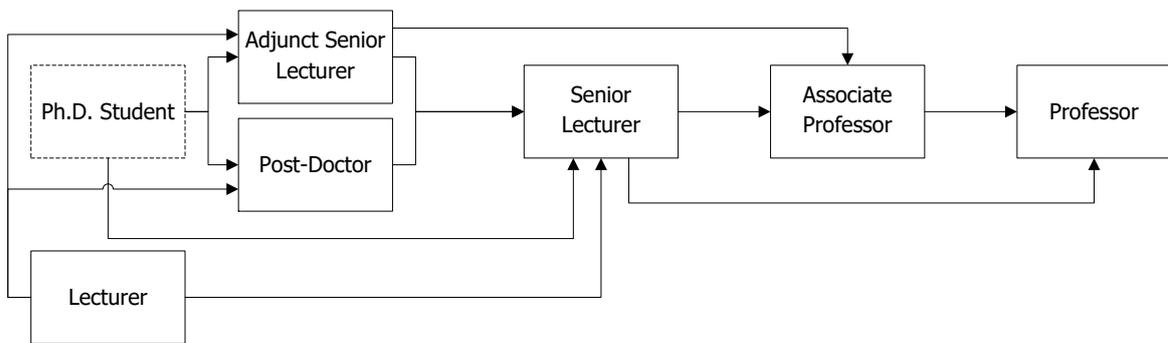


Figure 1 Overview of the career paths at the University

3.1 Professor

A professor must be committed to the University’s teaching, research, and cooperation with the surrounding community including the development of these areas. A professor is also expected to contribute to the development of the University’s research and learning environment as well as to be available for functions at departmental and overall university level.

3.1.1 English translation

Professor.

3.1.2 Qualification requirements

For employment as a professor within a field other than the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills. (HF Chap. 4, § 3)
- Demonstrated research expertise. (HF Chap. 4, § 3)
- Well-documented skills in supervising at postgraduate level. Typically, the applicant must have been the principal supervisor or the de facto supervisor of at least one Ph.D. student until he or she has been awarded a Ph.D. Established practice within the respective

subject areas must be taken into consideration. The applicant must have been principally responsible for more than half of the Ph.D. student's studies.

- Demonstrated skills in developing and leading research and research collaboration.
- Furthermore, other qualification requirements which must be met in accordance with the specialization of the position and other relevant circumstances.

For a professor within the field of the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills. (HF Chap. 4, § 3)
- Demonstrated research expertise. (HF Chap. 4, § 3)
- Furthermore, other qualification requirements which must be met in accordance with the specialization of the position and other relevant circumstances.

3.1.3 Assessment criteria

The following assessment criteria are to be applied when professors are recruited:

- The degree of skills that form qualification requirements (HF Chap. 4, § 3). Pedagogical and scientific/artistic skills based on the aspects as described in Appendix 1.
- Completed a course in university pedagogics on at least 15 university credits or in any other way acquired equivalent skills.

The following assessment criteria may also be applied when recruiting professors:

- Documented good administrative skills.
- A documented good ability to cooperate.
- A documented good ability to work independently.
- Along with the other bases of assessment which are relevant given the specialization of the position and other relevant circumstances.

Employees without a completed course on at least 15 university credits in university pedagogics and not regarded as having acquired equivalent skills in other ways need to take such a course during the first two years of employment. The supervisor in charge has the responsibility to set up a plan for when this course is to be taken.

3.2 Visiting Professor [Gästprofessor]

3.2.1 English translation

Visiting Professor.

3.2.2 Employment of Visiting Professor

Only a person who has their main affiliation at a seat of learning other than the University may be employed as a visiting professor.

For employment as a visiting professor, the same qualification requirements and assessment criteria as for the employment of professors apply.

Typically, there is no advertised recruitment of a visiting professor. When a visiting professor is to be employed, the head of school puts forth a proposal to the vice-chancellor who makes the decision on employment. This proposal must include the name and an updated CV of the person who is of immediate interest for the position as visiting professor as well as include previous reports from external reviewers, alternatively a suggestion of external reviewers. If an investigation by external reviewers has not been carried out, such an investigation is to be made in accordance with the principles for external-expert reports in Chapter 6 in this document. The head of school must consult with the faculty board before the proposal is handed over to the vice-chancellor.

A visiting professor who has been investigated by external reviewers and found qualified within the same or a similar subject area as the visiting professorship may be employed without an investigation by external reviewers.

The entire period of employment may not exceed more than five years in accordance with HF, Chapter 4, § 12. A visiting professor is generally employed on a part-time basis. The position is usually externally funded.

3.3 Adjunct Professor [Adjungerad professor]

3.3.1 English translation

Adjunct Professor.

3.3.2 Employment of adjunct professor

An adjunct professor may be recruited to the University if he or she has proven experience or research qualifications that are valuable for research and/or education at the University. An adjunct professor should have their chief activity outside the academy.

For employment as an adjunct professor, generally the same qualification requirements and assessment criteria as for the employment of professors

apply. However, outstanding achievements within the subject area of the specific position may partly compensate for the requirement of demonstrated research expertise such as the person independently having contributed to the development within their professional area and/or having established themselves as a leading specialist within a subject area relevant for the position. When the requirement of demonstrated teaching skills is assessed, the kind of particular activity the person is involved in is taken into consideration.

Typically, there is no advertised recruitment of an adjunct professor. When an adjunct professor is to be employed, the head of school puts forth a proposal to the vice-chancellor who makes the decision on employment. This proposal must include the name and an updated CV of the person who is of immediate interest for the position as adjunct professor as well as include previous reports from external reviewers, alternatively a suggestion of external reviewers. The proposal must also include previous statements by expert advisors, alternatively suggestions of expert advisors. If an investigation by external reviewers has not been carried out, such an investigation is to be made in accordance with the principles for external-review reports in Chapter 6 in this document. The head of school must consult with the faculty board before the proposal is handed over to the vice-chancellor.

An adjunct professor who has been investigated by external reviewers and found qualified within the same or a similar subject area as the visiting professorship may be employed without an investigation by external reviewers.

The employment of an adjunct professor may not exceed twelve years in total in accordance with HF, Chapter 4, § 11. The person's first employment as an adjunct professor at the University should not exceed two years.

3.4 Procedure of candidate nomination

In accordance with HF, Chapter 4, § 7, the University may offer a person a position as a professor if this is of exceptional importance to a specific activity at the University. The grounds on which the appointment is deemed to be of exceptional importance must be put on record. Procedure of candidate nomination is to be used sparingly.

A person who is to be appointed by nomination must fulfill the qualifications required for being employed as a professor.

The decision of nomination is made by the vice-chancellor and must not be delegated. The decision is made based on a written proposal from the head of school concerned. The proposal must include the reasons why this employment is of exceptional importance. The head of school is to consult with the Faculty Board concerned prior to giving the proposal to the vice-chancellor.

The regulations in HF about external reviewing as well as the University's principles for external reviewing when professors are recruited must be applied (see Chapter 6).

3.5 Associate Professor [Biträdande professor]

Associate professor is a career development position with the intended aim of leading to a future position as a professor.

An associate professor must be committed to the University's teaching, research, and cooperation with the surrounding community including the development of these areas. An associate professor is also expected to contribute to the development of the University's research and learning environment as well as to be available for functions at departmental and overall university level.

3.5.1 English translation

Associate Professor.

3.5.2 Qualification requirements

For employment as an associate professor within a field other than the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills.
- Demonstrated research expertise equivalent to senior-lecturer competence.
- Well-documented skills in supervising at postgraduate level at least as an assistant supervisor and extending a period of at least two years. The Ph.D. student must have been awarded a licentiate degree (equivalent) or a Ph.D. Established practice is to be taken into consideration within the respective subject area.
- Demonstrated ability to develop and lead research and research collaboration.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

For an associate professor within the field of the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills.
- Demonstrated research expertise.

- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

3.5.3 Assessment criteria

The following assessment criteria are to be applied when recruiting associate professors:

- The degree of such skills that form qualification requirements. Pedagogical and scientific/artistic skills based on the aspects as described in Appendix 1.
- Completed a course in university pedagogics on at least 15 university credits or in any other way acquired equivalent skills.

The following assessment criteria may also be applied when recruiting associate professors:

- Documented good administrative skills.
- Documented good ability to cooperate.
- Documented good ability to work independently.
- Along with the other bases of assessment which are relevant given the specialization of the position and other relevant circumstances.

Employees without a completed course on at least 15 university credits in university pedagogics and not regarded as having acquired equivalent skills in other ways need to take such a course during the first two years of employment. A plan is to be set up for when this course can be taken.

3.6 Adjunct Associate Professor [Adjungerad biträdande professor]

3.6.1 Employment of Adjunct Associate Professor

An adjunct associate professor can be recruited by the University if he or she has documented experience or scientific merits that are of importance for the University's research and/or education. An adjunct associate professor should have their chief activity outside the academy.

For employment as an adjunct associate professor, generally the same qualification requirements and assessment criteria as for the employment of associate professors apply. However, outstanding achievements within the subject area of the specific position may partly compensate for the requirement of demonstrated associate-professor expertise such as the person independently having contributed to the development within their professional area and/or having established themselves as a leading specialist within a subject area relevant for the position. When the requirement of

demonstrated teaching skills is assessed, the kind of particular activity the person is involved in is taken into consideration.

Typically, there is no advertised recruitment of an adjunct associate professor. When an adjunct associate professor is to be employed, the head of school puts forth a proposal to the vice-chancellor who makes the decision on employment. This proposal must include the name and an updated CV of the person who is of immediate interest for the position as adjunct associate professor as well as include previous reports from external reviewers, alternatively a suggestion of external reviewers. The proposal must also include previous statements by expert advisors, alternatively suggestions of expert advisors. If an investigation by external reviewers has not been carried out, such an investigation is to be made in accordance with the principles for external-review reports in Chapter 6 in this document. The head of school must consult with the faculty board before the proposal is handed over to the vice-chancellor.

An adjunct associate professor who has been investigated by external reviewers and found qualified within the same or a similar subject area as the visiting professorship may be employed without an investigation by external reviewers.

An adjunct associate professor is employed in accordance with the collective agreement, dated December 14, 2011, on time-limited employment of adjunct teachers by Arbetsgivarverket, OFR-S, SACO-S and SEKO. The extent of the position is generally approximately 20% of a full-time position. In some cases, a higher extent may be appropriate.

An adjunct senior lecturer may be given conditional tenure, however not exceeding a period of two years. The employment may be renewed.

3.7 Senior Lecturer [Lektor]

A senior lecturer must be committed to the University's teaching, research, and cooperation with the surrounding community including the development of these areas. A senior lecturer is also expected to contribute to the development of the University's research and learning environment as well as to be available for functions at departmental and overall university level.

3.7.1 English translation

Senior Lecturer.

3.7.2 Qualification requirements

For employment as a senior lecturer within a field other than the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills. (HF Chap. 4, § 4)

- Having been awarded a Ph.D. or having the equivalent scientific competence or any other professional skills that are of importance with regards to the subject content of the position and the duties that are included in this position. (HF Chap. 4, § 4)
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

For a senior lecturer within the field of the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Demonstrated teaching skills. (HF Chap. 4, § 4)
- Having been awarded a Ph.D. or having the equivalent scientific competence or any other professional skills that are of importance with regards to the subject content of the position and the duties that are included in this position. (HF Chap. 4, § 4)
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

3.7.3 Assessment criteria

The following assessment criteria must be applied when recruiting senior lecturers:

- The degree of such skills that form a qualification requirement (HF Chap. 4 § 3). Pedagogical and scientific/artistic skills based on the aspects as described in Appendix 1.
- Completed a course in university pedagogics on at least 15 university credits or in any other way acquired equivalent skills.

The following assessment criteria may also be applied when recruiting senior lecturers:

- Documented good administrative skills.
- Documented good ability to cooperate.
- Documented good ability to work independently.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

Employees without a completed course on at least 15 university credits in university pedagogics and not regarded as having acquired equivalent skills in other ways need to take such a course during the first two years of employment. The supervisor in charge has the responsibility to set up a plan for when this course is to be taken.

3.8 Adjunct Senior Lecturer [Adjungerad lektor]

3.8.1 English translation

Adjunct Senior Lecturer.

3.8.2 Employment of adjunct senior lecturer

An adjunct senior lecturer may be recruited to the University if he or she has proven experience or scientific qualifications that are valuable for the research and/or education at the University. An adjunct professor needs to have their chief activity outside the academy. Typically, there is no advertised recruitment of an adjunct senior lecturer.

An adjunct senior lecturer is employed in accordance with the collective agreement, dated December 14, 2011, on time-limited employment of adjunct teachers by Arbetsgivarverket, OFR-S, SACO-S and SEKO. The extent of the adjunct position is generally approximately 20% of a full-time position. In some cases, a higher extent may be appropriate.

An adjunct senior lecturer may be given conditional tenure, however not exceeding a period of two years. The employment may be renewed.

For employment as an adjunct senior lecturer, the same qualification requirements and assessment criteria as for the employment of senior lecturers apply.

The decision about the employment of an adjunct senior lecturer is made by the head of school.

3.9 Associate Senior Lecturer [Biträdande lektor]

3.9.1 English translation

Associate Senior Lecturer.

3.9.2 Employment of associate senior lecturer

An associate senior lecturer may be given conditional tenure not exceeding a period of four years which is to be decided by the University prior to the appointment. The purpose of this appointment is to give the teacher an opportunity to develop their independent work as a researcher and obtain credentials scientifically as well as pedagogically to fulfill the requirements for an appointment as a senior lecturer.

The employment as associate senior lecturer may be renewed, however not for more than two years in total, due to the associate senior lecturer's sick leave, parental leave or other special circumstances if more time is needed to attain the goal of the employment. (HF Chap. 4, § 12 a)

3.9.3 Qualification requirements

For employment as an associate senior lecturer within a field other than the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Having been awarded a Ph.D. or having equivalent scientific competence. Priority should be given to those who have completed a Ph.D. or have achieved the equivalent competence no more than five years prior to the last day of application. (HF Chap. 4, § 12 a)
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

For an associate senior lecturer within the field of the fine-, applied-, or performing arts, the following qualification requirements must be met:

- Having been awarded a Ph.D. in the fine-, applied-, or performing arts or having the equivalent scientific competence. Priority should be given to persons who have completed a Ph.D. or have achieved the equivalent competence no more than five years prior to the last day of application. (HF Chap. 4, § 12 a)
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

3.9.4 Assessment criteria

The following assessment criterion must be applied when recruiting associate senior lecturers:

- The degree of such skills which form a qualification requirement.

The following assessment criteria may also be applied when recruiting associate senior lecturers:

- Completed university pedagogy education on at least 15 university credits or in other ways acquired equivalent skills.
- Demonstrated pedagogical skills based on the aspects as described in Appendix 1.
- Documented good ability to cooperate.
- Documented good administrative skills.
- The degree of the ability to cooperate with the surrounding community.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

3.9.5 More about the employment of associate senior lecturer

The position as an associate senior lecturer is a career development position which is intended to lead to a tenure position as a senior lecturer or an associate professor. The duties of an associate senior lecturer must guarantee that the teacher is given the opportunity to obtain the qualifications required for the position as a senior lecturer during the time of employment.

Prior to the appointment of an associate senior lecturer, the University is also to set assessment criteria to be applied in a case of promotion to senior lecturer (HF Chap. 4, § 12 a).

An associate senior lecturer has the right, during the time of employment, to apply for a promotion to a senior lecturer when he or she has obtained such qualifications. This is to be done in accordance with the qualification requirements and assessment criteria that have been decided on for cases of promotion to senior lecturer. When a promotion has been granted, the employment will proceed to tenure employment (HF Chap. 4, § 12 a).

In connection with the beginning of the employment as an associate senior lecturer, he or she is to be informed about what qualification requirements and assessment criteria will be taken into account when the associate senior lecturer applies for a promotion. For an associate senior lecturer, an individual plan for progress is to be created. The plan is to describe activities within research and teaching. The plan should also include a time plan and a description of the financing. An assessment of the individual plan for progress is to be made after two respectively three years of the time of employment. Responsible for the assessment of the individual plan is the employee's immediate superior who consults with the subject coordinator and research coordinator concerned. See 5.3 for promotion of associate senior lecturers.

3.10 Post-Doctor [Postdoktor]

3.10.1 English translation

Post-Doctor.

3.10.2 Employment of Post-Doctor

The position as a post-doctor is a possible foothold position for those who have recently been awarded a Ph.D. A post-doctor is employed primarily to do research.

A post-doctor may be given conditional tenure not exceeding a period of two years. The employment may be extended if there are special circumstances. Such circumstances include absence due to illness, parental leave, clinical duties, serving in elected office in labor unions, or similar circumstances.

The position as a post-doctor entails full-time work. Teaching can also be a part of the work duties, however not more than one fifth of the working

hours. Post-doctors are employed in accordance with the collective agreement between Arbetsgivarverket, OFR-S, SACO-S and SEKO about employment for an indefinite period of adjunct teachers, dated September 4, 2008.

Generally, there is no external reviewing when post-doctors are employed. However, opinions may be obtained from an external expert adviser if the recruitment group finds this necessary.

3.10.3 Qualification requirements

For employment as a post-doctor, the following qualification requirements must be met:

- Having been awarded a Ph.D. or having a degree from a country other than Sweden and which is assessed as equivalent to a Ph.D., and having completed the Ph.D. no more than three years prior to the last day of application.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

Under special circumstances, a Ph.D. may have been completed earlier. Such circumstances include absence due to illness, parental leave, clinical duties, serving in elected office in labor unions, or similar circumstances.

3.10.4 Assessment criteria

The following assessment criterion must be applied when recruiting post-doctors:

- The degree of such skills which form a qualification requirement.

The following assessment criteria may also be applied when recruiting post-doctors:

- Documented good ability to work independently.
- The degree of the ability to communicate research with the surrounding community.
- Documented good ability to cooperate.
- Documented good administrative skills.
- Demonstrated pedagogical skills based on the aspects as described in Appendix 1.
- The degree of the ability to cooperate with the surrounding community.
- Furthermore, other qualification requirements which must be met in accordance with the specialization of the position and other relevant circumstances.

3.11 Lecturer [Adjunkt]

A lecturer must be committed to the University's teaching and cooperation with the surrounding community including the development of these areas. A lecturer is also expected to contribute to the development of the University's research and learning environment, to be acquainted with research as well as to be available for functions at departmental and overall university level.

3.11.1 English translation

Lecturer.

3.11.2 Qualification requirements

For employment as a lecturer, the following qualification requirements must be met:

- Having been awarded an M.A. or having the equivalent competence or having some other professional skills that are of importance with regards to the subject content of the position and the duties included in this position.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

3.11.3 Assessment criteria

The following assessment criteria are to be applied when recruiting lecturers:

- Demonstrated pedagogical skills based on the aspects as described in Appendix 1.
- The degree of such skills which form a qualification requirement.
- Completed a course in university pedagogics on at least 15 university credits or in any other way acquired equivalent skills.

The following assessment criteria may also be applied when recruiting lecturers:

- Documented good administrative skills.
- Documented good leadership skills.
- Documented good ability to cooperate.
- The degree of the ability to cooperate with the surrounding community.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

Employees without a completed course on at least 15 university credits in university pedagogics and not regarded as having acquired equivalent skills in other ways need to take such a course during the first two years of employment. The supervisor in charge has the responsibility to set up a plan for when this course is to be taken.

3.11.4 Exceptions to qualification requirements when employing lecturers

Under special circumstances, the head of school may decide to make exceptions to the qualification requirement of having an M.A. This should be done restrictively and is above all reserved for subject areas where an M.A. or the equivalent is not yet an established level of education and that it thus is very difficult to recruit applicants with this educational background.

3.12 Adjunct Lecturer [Adjungerad adjunkt]

3.12.1 English translation

Adjunct Lecturer.

3.12.2 Employment of adjunct lecturer

An adjunct lecturer may be recruited to the University if he or she has proven experience or scientific qualifications that are valuable for the research and/or education at the University. An adjunct lecturer needs to have their chief activity outside of the academy. Typically, there is no advertised recruitment of an adjunct senior lecturer.

An adjunct lecturer is employed in accordance with the collective agreement between Arbetsgivarverket, OFR-S, SACO-S and SEKO about employment for an indefinite period of adjunct teachers, dated December 14, 2011. The extent of the adjunct position is generally approximately 20% of a full-time position. In some cases, a higher extent may be appropriate.

An adjunct lecturer may be given conditional tenure, however not exceeding a period of two years. The employment may be renewed.

For employment as an adjunct lecturer, the same qualification requirements and assessment criteria as for the employment of lecturers apply.

The decision about the employment of an adjunct senior lecturer is made by the head of school.

3.13 Time-limited employment in accordance with LAS

Associate professors, senior lecturers, and lecturers may be given time-limited employment in accordance with LAS, i.e. for temporary positions, general temporary employment (including employment by the hour).

For time-limited employment as an associate professor, senior lecturer, and lecturer respectively, the same qualification requirements and assessment criteria as for the employment of associate professors, senior lecturers, and lecturers apply.

4 Recruitment process when employing teachers

The recruitment process concerns the employment of teachers with the exception of visiting professors, adjunct teachers, and candidate sourcing. Typically, each case of recruitment at the University must be based on a need in a stated plan for competence provision.

4.1 Recruitment group

For each case of recruitment, a recruitment group will be selected. Women and men must be equally represented in the group. Exceptional reasons may lead to this not being applied (HF Chap. 4, § 5). Aspects of diversity should be taken into account when assembling working groups. The head of school decides on the composition of the group. The head of school, alternatively the head of department, the subject coordinator concerned or the equivalent, and a Human Resources specialist are always included in the group. In addition to these persons, the present holder of the position or a colleague holding a similar position may be included. The student union and the labor organizations have the right to attend, the right to speak, and the right to make proposals at the meetings of the group.

The Human Resources Office is responsible for keeping the faculty board informed about ongoing recruitments. If necessary, a representative for the Faculty Board concerned may be included in the group.

Together, the recruitment group sets up a time plan for recruitment and puts together the proposal.

4.2 Job advertisement and the beginning of the employment procedure

The recruitment group prepares a job advertisement for the position in question. The advertisement contains the duties included in the position, the subject area, and when possible also the aim of the position and its place in the organization. In the job advertisement, it is stated which the necessary qualification requirements and the desirable specific employment assessment criteria are for the particular position, based on the delineated work tasks. The job advertisement must state if, for employment, any particular significance is to be given to any of the qualification requirements and/or assessment criteria.

The job advertisement is to be approved by the head of school in connection with the decision to start an employment procedure. When recruiting professors or associate professors, the job advertisement is to be approved

by the vice-chancellor in connection with the decision to start the employment procedure. Each case of recruitment started by the University must, according to the law (1976:580) Co-determination at Work Act (MBL § 11), be negotiated with the labor unions the University has collective agreements with.

4.3 Advertising

Typically, available positions must be advertised for a period of at least three weeks on the University website, on its official bulletin board, and on Arbetsförmedlingens website (the regulation [1984:819] on government employment application and employment regulation [1994:373]). Specific information is not required if special circumstances speak against this (the employment regulation [1994:373] 6 §). The recruitment group may decide on extended time for application and other channels for advertising.

4.4 Investigation by external reviewers

Principles for external-expert investigation can be found in Chapter 6.

4.5 Selection

The recruitment group makes a selection among the applicants based on the methods for selection stipulated by the recruitment group.

4.6 Decision on employment

The head of school makes the decision about employment based on a recommendation by the head of department. If the head of school was a member of the recruitment group, the decision is made by the vice-chancellor. If the employment concerns a professor or an associate professor, the decision is always made by the vice-chancellor. The decision is to be posted on the University's official bulletin board and include information about when the decision was posted, rules for appealing the decision, and any dissenting opinions stated in the minutes of the meeting or in any other document (the employment regulation [1994:373] § 7 and § 8).

For tenure employment of teachers, with the exception of employment as a professor, the University may, if necessary, practice a probationary period on up to six months in accordance with LAS § 6.

5 Promotion

5.1 Promotion of an associate professor

An associate professor employed on a tenure basis has the right to be assessed for promotion to professor. The application for promotion to

professor must be prepared with the same quality criteria as for the employment of a professor. The decision about promotion is made by the vice-chancellor based on a proposal from the head of school.

5.2 Promotion of a senior lecturer

A senior lecturer employed on a tenure basis has the right to be assessed for promotion to associate professor or professor. The decision on whether the applicant will be tested or not is made by the vice-chancellor after obtaining a statement from the head of school and from the subject coordinator concerned, or a person of an equivalent position, of the subject to which the applicant belongs. When the decision is made, the needs of the school are to be taken into consideration. The subject coordinator concerned, or a person of an equivalent position, may consult with the faculty board concerned prior to the writing of the statement. If the applicant is not granted the right to apply for a promotion, a written decision where the reasons for the rejection are stated must be given to the applicant. If the applicant is granted the right to apply for a promotion to associate professor or professor, the application must be prepared with the same quality criteria as for the employment of an associate professor and a professor respectively. The decision about promotion is made by the vice-chancellor based on a proposal by the head of school.

5.3 Promotion of an associate senior lecturer

An associate senior lecturer has the right, during the time of employment, to be assessed for promotion to senior lecturer or associate professor when he or she has obtained such qualifications (HF Chap. 4, § 12 c). The application for promotion must be prepared with the same quality criteria as for the employment of a senior lecturer. The decision about promotion is made by the vice-chancellor based on a proposal from by the head of school. If the promotion is granted, the position will be transferred into a position on tenure basis as senior lecturer.

5.4 Promotion of a lecturer

A lecturer employed on a tenure basis has the right to be assessed for promotion to senior lecturer. The decision on whether the applicant will be tested or not is made by the vice-chancellor after obtaining a statement from the head of school and from the subject coordinator concerned, or a person of an equivalent position, of the subject to which the applicant belongs. When the decision is made, the needs of the school must be taken into consideration. If the applicant is not granted the right to apply for a promotion, a written decision where the reasons for the rejection are stated must be given to the applicant. If the applicant is granted the right to apply for a promotion to senior lecturer, the application must be prepared with the same quality criteria as for the employment of a senior lecturer. The decision

about promotion is made by the vice-chancellor based on a proposal by the head of school.

5.5 Promotion of an associate professor within the fine-, applied-, or performing arts

An associate professor with time-limited employment as authorized in HF Chap. 4, § 10 (the fine-, applied-, or performing arts) has the right to apply for promotion to professor of the

fine-, applied-, or performing arts. The application for promotion to professor must be prepared with the same quality criteria as for the employment of a professor. The decision about promotion is made by the vice-chancellor based on a proposal by the head of school. Such a promotion can, however, not be regarded as new employment concerning time-limitation as authorized in HF Chap. 4, § 10.

5.6 Promotion of senior lecturer within the fine-, applied-, or performing arts

A senior lecturer with time-limited employment as authorized in HF Chap. 4, § 10 (the fine-, applied-, or performing arts) has the right to be assessed for promotion to associate professor or professor. The decision on whether the applicant will be tested or not is made by the vice-chancellor after obtaining a statement from the head of school and from the subject coordinator concerned, or a person of an equivalent position, of the subject to which the applicant belongs. When the decision is made, the needs of the school must be taken into consideration. The subject coordinator concerned, or a person of an equivalent position, may consult with the faculty board concerned prior to the writing of the statement. If the applicant is not granted the right to apply for a promotion, a written decision where the reasons for the rejection are stated must be given to the applicant. If the applicant is granted the right to apply for a promotion to associate professor or professor, the application must be prepared with the same quality criteria as for the employment of an associate professor and a professor respectively. Such a promotion can, however, not be regarded as new employment concerning time-limitation as authorized in HF Chap. 4, § 10.

5.7 Appeal

A rejection of an application concerning promotion cannot be appealed. An associate senior lecturer can appeal a rejection of a request for promotion according to HF 4 Chap, § 12 c and § 13.

5.8 Other qualification opportunities for teachers at the University of Skövde

5.8.1 Pedagogical career path

At the University, teachers employed on a tenure basis have the opportunity to apply to have their pedagogical credentials assessed according to a pedagogical career path. This is described in greater detail in a separate document.

5.8.2 Appointment as docent

The University offers the opportunity to apply to be accepted as a docent. The acceptance as a docent is regulated in the document “Riktlinjer och handläggningsordning för antagning av docenter vid Högskolan i Skövde” .

6 External-expert investigation

For employment for and promotion to the below specified teaching positions (see 6.1), statements are typically obtained from one or more external reviewers who are particularly familiar within the subject area of the position or other areas that are of importance for the position (for example pedagogical skills). The term external reviewer always refers to an external-expert investigator.

External-expert investigations do not have to be obtained if this is apparently unnecessary which applies to all cases of employment and promotion. The head of school makes the decision about the selection of external reviewers concerning employment for or promotion to senior lecturer or associate senior lecturer. The vice-chancellor makes the decision about the selection of external reviewers concerning employment for or promotion to associate professor or professor.

For employment where the applicants' documents must be externally reviewed, the subject coordinator in charge or a person in the recruitment group with similar competence in the subject concerned puts together suggestions of external reviewers. Suggestions of external reviewers should be worked out at an early stage in order to shorten the time for the order of processing. The decision on the selection of external reviewers can, however, not be made until after the last day of application when possible conflicts of interest between external reviewers and applicants have been investigated. The external reviewers must be given clear instructions on what aspects should be considered for the employment in question.

In cases of promotion, the subject coordinator or a person with similar competence in the subject concerned puts together suggestions of external reviewers. The external reviewers are to be given clear instructions of which aspects should be taken into consideration in the current case.

6.1 External-expert investigation for different categories of teaching positions

The Higher Education Ordinance (HF) stipulates that external-expert assessments of the skills of the applicants must be obtained for employment of professors and adjunct professors. The assessment does not, however, have to be made if this is apparently unnecessary for the assessment of the skills. If an assessment is obtained from two or more persons, women and men must be equally represented. Exceptional reasons may lead to this not being applied (HF Chap. 4, § 6).

At the University, the following should be regarded as principles for the number of external reviewers at different forms of employment:

- Professor (including adjunct professor and visiting professor): in ordinary cases three, but at least two external reviewers
- Associate professor: in ordinary cases two, but at least one external reviewer
- Senior lecturer (including adjunct senior lecturer): in ordinary cases two, but at least one external reviewer
- Associate senior lecturer: at least one external reviewer.

For associate senior lecturers and post-doctors, external-expert statements are typically not obtained. If the recruitment group chooses to obtain external-expert statements, it is usually done from one external reviewer.

6.2 Conflict of interest

In all recruitment procedures, potential conflicts of interest must be taken into consideration in accordance with The Administrative Law (§§ 11-12). The head of school is responsible for investigating if any conflict of interest exists between the suggested external reviewers and the applicant.

6.3 Competence requirements

External reviewers typically must have at least the equivalent to reader competence in the relevant subject. For employment as associate professor and professor, external reviewers themselves must have professor competence. Under certain circumstances, exceptions to the competence requirements can be made.

6.4 The external reviewers' assignment

An external reviewer will assess the applicant's qualifications in relation to the job description and job specification stipulated for the position. The recruitment group decides which aspects of the job description and the job specification the external reviewers must assess. The recruitment group may also suggest hiring external reviewers with different competence profiles, for

example one external reviewer who assesses scientific skills and one external reviewer who tests pedagogical skills.

The Human Resources Office supplies a form for external-expert assessment which is to be filled out by the external reviewer. The form is based on the aspects that are to be tested by external reviewers. The statement must always include:

- A general presentation of the applicants who are to be tested based on the aspects the external reviewer will assess.
- An assessment whether each individual applicant is qualified for the position. Reasons for the assessment should be included.
- A test of the skills of the qualified applicants' qualifications based on the aspects the external reviewer will assess. And, typically, in no relative ranking order a description of the skills among the applicants who first of all may be considered for the position, usually three persons.
- A description of how the aspects of equality and diversity have been considered in the assessment.

7 Ph.D. Student [Doktorand]

Postgraduate studies are at the University of Skövde financed by employment either as a Ph.D. student or other employment at the University alternatively with another employer. Only a person who is admitted or already has been admitted to a program at postgraduate level may be employed as a Ph.D. student (HF Chap. 5, § 3).

A Ph.D. student should primarily engage in their own education. Work tasks within teaching, research, artistic development work, or administration may, however, to a limited extent (not more than 20% of a full-time position) be part of the work tasks (HF Chap. 5, § 2).

7.1 English translation

Ph.D. Student.

7.2 Qualification requirements

The basic eligibility requirements for employment as a Ph.D. student are described in HF Chap. 7, § 39 and in the Admission procedure at the University of Skövde—regulations for postgraduate studies.

Specific eligibility requirements are described in the admission procedure and general curriculum for the program at the seat of learning where a student is admitted.

7.3 Assessment criteria

A selection among the applicants who meet the eligibility requirements is to be done with regard to their ability to assimilate the education within the subject of the education concerned. The assessment criteria—which normally should be stated in the general curriculum of the program—must be relevant for the applicants' opportunity to reach the goals for completing a Ph.D. The goals are described in The Higher Education Ordinance (HF), Appendix 2, the university's system of qualifications, and the general curriculum.

7.4 Form of employment

The Higher Education Ordinance (Chapter 5, § 7) regulates that a Ph.D. student must be given tenure employment, however not exceeding a certain point of time and never for a longer period of time than one year after being awarded a Ph.D. or a Ph.D. in the fine-, applied-, or performing arts . The first employment can only be for one year. The employment can be renewed with no more than two years at a time. A person can be employed as a Ph.D. student for no more than eight years in total. The entire time of employment cannot be longer than the equivalent to four years of full-time postgraduate studies. If the studies are completed with a licentiate degree or a Ph.D. in the fine-, applied-, or performing arts, the total time of employment cannot be longer than the equivalent to two years of full-time postgraduate studies.

The total time of employment may, however, be longer than what has been stated here above if there are special circumstances. Such circumstances may be absence due to illness, for military service, for serving in elected office in labor unions or student bodies, or for parental leave. (HF Chap. 5, § 7)

7.5 Work duties

As employment as a Ph.D. student is a form of financing education at postgraduate level, admission to a postgraduate program must precede a decision about employment.

When admission to a postgraduate program is intended to take place at the University, the recruitment process must be done in accordance with Admission regulations at the University of Skövde—regulations for postgraduate studies. If admission is to take place at another seat of learning, the same process can be followed. In that case, however, the process for the admission itself is done in accordance with the seat of learning where admission is carried out.

8 Employment of technical/administrative staff (TA staff)

TA employees should contribute to all activities and development at the University through their professional competence.

8.1 Qualification requirements

For employment of TA staff, the following qualification requirements must be met:

- An academic degree on at least B.A. level or at least a three-year vocational degree or the equivalent.
- Documented good ability to cooperate.
- Furthermore, other qualification requirements which are to be met in accordance with the specialization of the position and other relevant circumstances.

Exceptions to the requirement of academic degree can be made for positions where this is apparently unnecessary.

8.2 Assessment criteria

The following assessment criteria may also be applied when employing TA staff:

- Documented good administrative skills.
- Documented good leadership skills.
- Documented good ability to work independently.
- Documented good ability to express oneself orally and in writing in a language relevant for the position.
- Documented good technical/administrative skills that are necessary for the position.
- Documented good ability to plan and organize the work.
- Documented good IT skills.
- Documented good ability to develop and use their knowledge at work.
- Documented good ability to present and communicate information.
- Documented good ability to create relations and networks.
- Furthermore, other qualification requirements that are to be met in accordance with the specialization of the position and other relevant circumstances.

8.3 Time-limited employment of TA staff

TA staff may be given time-limited employment in accordance with LAS, i.e. for temporary posts, general temporary employment (including employment by the hour).

The same qualification requirements and assessment criteria as for tenure employment of TA staff apply.

9 Recruitment process when employing TA staff

9.1 Recruitment group

For each case of recruitment, a recruitment group will be selected. The aspects of equality and diversity must be considered when assembling work groups. For employment at Support services, the University Director decides on the composition of the group and for employment at the schools, the head of school decides on the composition of the group. The head of department or the deputy head of department at Support services and a Human Resources specialist are always included in the group. For recruitment of TA staff to the school, the head of school alternatively the head of department as well as a Human Resources specialist must always be included in the group. The student union and the labor organizations have the right to attend, the right to speak, and the right to make proposals at the meetings of the group. In addition to these persons, the present holder of the position or a colleague holding a similar position may be included.

Together, the recruitment group sets up a time plan for recruitment.

9.2 Job advertisement and the beginning of the employment procedure

The recruitment group puts together a job advertisement for the position in question. The advertisement contains the duties that are included in the position and its place in the organization. The job specification is created based on the specified job duties and it accounts for the necessary qualification requirements and the for the specific employment desirable assessment criteria. The job advertisement must state if, for employment, any particular significance is to be given to any of the qualification requirements and/or assessment criteria.

The job advertisement is ratified by the University Director for Employment at Support services and by the head of school for employment at the school in connection with a decision to start an employment procedure. Each case of recruitment started by the University must, according to the law Co-determination at Work Act (MBL § 11), be negotiated with the labor unions the University has collective agreements with.

9.3 Advertising

Typically, available positions must be advertised for a period of at least three weeks on the University website, on its official bulletin board, and on Arbetsförmedlingens website (Regulation [1984:819] about government job applications § 2 and the employment regulation [1994:373] § 6. Specific information is not required if special circumstances speak against this (the employment regulation [1994:373] 6 §). The recruitment group may decide on extended time for application and other channels for advertising.

9.4 Selection

The recruitment group makes a selection among the applicants based on the methods for selection stipulated by the recruitment group.

9.5 Decision on employment

The university director alternatively the head of school makes the decision about employment based on a recommendation by the head of department. If the university director or the head of school was a member of the recruitment group, the decision is made by the vice-chancellor. The decision is to be posted on the University's official bulletin board and include information about when the decision was posted, rules for appealing the decision, and any dissenting opinions stated in the minutes of the meeting or in any other document (the employment regulation [1994:373] § 7 and § 8).

For tenure employment of TA staff, the University normally practices a six-month probationary period in accordance with LAS § 6.

10 Appeal

When a decision about employment is presented to the applicant, information about how the decision can be appealed must be given (in those cases where this is applicable) to the Board of Appeals for the University.

11 Cancellation of employment procedure

An employment procedure in progress may be canceled if the circumstances have changed to the point that the employment procedure no longer is regarded as justified or if there are no qualified/suitable applicants for the position.

The decision to cancel an employment procedure is made by the head of school when it concerns employment at a specific school. When it concerns employment as a professor, an associate professor or a Ph.D. student, the decision is made by the vice-chancellor. When it concerns employment at Support services, a decision to cancel an employment procedure is made by the university director.

Appendix 1

For recruitments, considerations should only be made on grounds of fact such as merits and skills (The Instrument of Government, Chapter 12, § 5 on public-service employment § 4). Skills should be given priority unless there are specific reasons for other basis for assessment according to § 4 in Act on public-service employment.

The aspects below are to be taken into consideration.

Pedagogical skills

- Ability to plan, carry out, examine, and evaluate programs and courses as well as ability to supervise and examine students at for the position relevant levels of education.
- Ability to vary teaching methods and forms of examination in relation to expected student results and the character of the subject.
- Ability to contribute to the development of learning environments, teaching material, and other material such as textbooks.
- Ability to cooperate with leading players within and outside the seat of learning in contexts regarding university pedagogy.
- Ability to apply current subject-didactic principles in one's subject field.
- Demonstrate a reflecting approach to students' learning and to one's own role as a teacher.

Scientific skills

- Breadth, depth, and quality in one's research.
- Originality in one's research.
- Scope of scientific publications.
- The relevance of the scientific publications in relation to the position in question.
- Contributions to the national and international scientific community.
- Visibility and anchoring in the scientific community.
- Ability, in competition with others, to be granted external research funding.
- Ability to cooperate with the surrounding community and the scientific community.
- Ability to lead research and build research environments.

Artistic skills

- Artistic depths.
- Artistic originality.
- Visibility and valuation in artistic life and in professional contexts.
- Scope of artistic production.
- Artistic research and development work.
- Awards and scholarships etc.
- Cooperation with the surrounding community.
- Ability to lead and develop artistic activities.