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**APPOINTMENT RULES
AT ÖREBRO UNIVERSITY**

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1 Introduction

According to the Higher Education Ordinance (HEO) every higher education institution are required to have rules for the appointment of teachers (HEO 4:1) set out in local appointment rules (HEO 4:14). The categories of teachers who may be employed are Professors (including Adjunct Professors), Senior Lecturers (including Adjunct Senior Lecturers), Lecturers (including Adjunct Lecturers), Postdoctoral Research Fellows, part-time teachers and guest teachers. Within the framework of pilot projects, however, higher education institutions may employ teachers as Associate Senior Lecturers (Swedish Code of Statutes 2001:211).

These appointment rules were approved by the University Board on 22 April 2010 and they include local guidelines that are to apply at Örebro University. They specify principles for the recruitment of teachers, and regulations for every stage of the recruitment process (announcement of vacancies, rules for appointment and promotion, preparation, and appointment decision).

The appointment rules are complementary to the Higher Education Act, the Higher Education Ordinance, and other regulations and agreements governing teachers' employment. The appointment rules are supplemented in turn by the university's delegation procedure and any applicable partnership agreement.

2 Assessment grounds for the appointment of teachers

When the university recruits new teachers, the candidates who after an overall assessment of qualifications and skills are estimated to have the best prerequisites to implement and develop the tasks to be performed and who can contribute to a positive development of the university's operations shall be appointed.

Örebro University's overall goal is that all teachers shall hold a doctoral degree and have completed a course on teaching and learning in higher education. Örebro University's template for teaching portfolios shall be considered when determining both the qualification requirements as well as the assessment grounds.

The quantitative goals for the proportion of teachers with academic qualifications and the quantitative gender equality goals are stated in the university's business and development plans, as well as in the

schools' annual gender equality plans. The aim is to increase the proportion of teachers with a doctoral degree in order to ensure high quality in both teaching and research. It is particularly important – not least for the students – that there are both female and male teachers in each subject and at the different levels of the subject.

Permanent teaching positions shall normally be announced as vacancies and be filled by teachers who have obtained a doctorate or have corresponding academic competence. When the appointment gives cause for other qualifications, for example the need for well-tested experience, these qualifications shall apply instead. Moreover, teaching skills are required. In addition to academic (or corresponding) and teaching skills, regard shall also be paid to the documented ability to develop and lead personnel, as well as aptitude in communicating research and development projects, and interacting with the surrounding community. In preparation of a specific appointment matter, the terms and conditions of the current appointment shall be considered carefully according to the university's policy documents on gender equality and equal opportunities. When there is a significant imbalance between men and women employed in a subject, level or category of teachers, specific recruitment measures should be considered.

For each appointment decision, it shall be specified how the gender equality requirements have been observed.

3 Categories of teachers

At Örebro University, Senior Lecturers and Lecturers are in Swedish referred to as *universitetslektor* and *universitetsadjunkt* respectively. A person who is not otherwise employed by Örebro University may be employed as a guest teacher for a limited period of time and may be referred to as guest professor, guest senior lecturer or guest lecturer depending on the qualifications of the person in question.

4 Planning of an appointment

4.1 Decision to start recruitment

Decisions to start a recruitment process should always follow the current delegation procedure for human resources.

4.2 Appointment profile

Qualification requirements and assessment grounds should be clearly formulated before the recruitment process starts to avoid the disadvantaging of a certain person or gender.

4.2.1 Subject area

The faculty board shall determine the subject area for the position after proposal from the school in question (HEO 4:17). The subject area should not be defined too narrowly. It must be clearly stated and defined according to the objectives and intentions of the university's strategies and gender equality plans.

4.2.2 Duties

The duties for an appointment are determined by the school. A basic aim should be that the teacher's collected skills – teaching, academic or artistic and other – are employed and that the teacher shall be able to improve all his or her skills within the position in question.

Teachers with academic skills, i.e. who have a doctoral degree or corresponding, should teach on both first level (undergraduate), second level (Master's) and third level study programmes within the framework of the university's research and educational tasks. Even if the teacher does not possess such academic skills as defined above, his or her participation in research and development activities should still be considered a natural part of the duties. Postdoctoral Research Fellows and Associate Senior Lecturers should mainly conduct research, but also teach on first and second level study programmes in order to develop their teaching skills.

Teachers from all categories shall teach on first and second level study programmes.

4.2.3 Qualification requirements

The faculty board shall determine, after proposal from the school, the qualification requirements for the teaching position in question. Basic rules for qualification requirements for an appointment as a teacher are stated in the HEO (4:5-10). Örebro University specifies that the applicant must have completed courses on teaching and learning in higher education of 15 credits or acquired corresponding knowledge in another manner.

4.2.4 Assessment grounds

The faculty board shall determine after proposal from the school (HEO 4:15-17) the assessment grounds, and how they should be weighed against each other. The faculty board should base its decision on the duties specified for the position.

Moreover, the assessment grounds for an appointment as provided by the Swedish Basic Law (*Regeringsformen*), the Swedish Public Employment Act (*Lagen om offentlig anställning*), the Swedish Employment Ordinance (*Anställningsförfordningen*), and the Swedish Discrimination Act (*Diskrimineringslagen*) shall apply. When employing Postdoctoral Research Fellows, special priority should be given to academic competence.

In order to achieve a quantitative gender balance in the long term, positive discrimination should be applied when recruiting Postdoctoral Research Fellows in subject areas where the proportion of teachers of one gender with a doctoral degree fall below 40 percent. That means that a candidate of an under-represented gender, with adequate qualifications, may be appointed instead of a person of the opposite gender who would otherwise have been appointed.

In cases where the prerequisites for positive discrimination are at hand, the faculty board should decide on its application in connection with decisions on assessment grounds for the position in question. A decision inferring that positive discrimination is not to apply must be justified. Positive discrimination may not be applied if the difference between the applicants' qualifications is so great that its application would be contrary to the requirement of objectivity at the time of the appointment. When the evaluations of two or more external experts are procured, both men and women should be represented, unless there are strong reasons to the contrary (HEO 4:21).

5 Announcement of vacancy

5.1 Decisions on announcement of a vacancy

The decision to announce a vacancy for a teaching position shall be taken by the Vice-Chancellor or a person authorized by the Vice-Chancellor (HEO 4:18 – see also the university's delegation procedure). The draft decision announcing the vacancy is prepared by the faculty board after consultation with the school in question. The Vice-Chancellor may invite a person to apply for a position as

professor that has been declared vacant. The invitation must be made within three months of the faculty board having selected the external experts for the qualifications assessment (HEO 4:19).

5.2 Advertising, advertisement

The advertising of a position is decided by the Vice-Chancellor or a person authorized by the Vice-Chancellor (HEO 4:18 – see also the university's delegation procedure). Every teaching position vacancy, except the appointments that are specified in the HEO, Chapter 4, Section 18, second paragraph, shall be announced as vacancies on Örebro University's homepage and on the university's official notice board. The last day of application is decided in each case. Normally, the period of application should not be less than 14 calendar days.

Besides the above mentioned advertisement, other ways of announcing the vacancy should be determined with regard to the position in question. When the vacant position is advertised, detailed information about the subject area, work duties, specialisation, aim and objectives according to Örebro University's strategies, vision, etc. for the position in question, should be posted on the university's homepage and if desired be available for order in printed form from the Records Office. The advertisement should state that the candidate's teaching portfolio should be presented in the application according to Örebro University's guidelines.

When advertising a vacancy, the position should be described in as general and gender-neutral terms as possible so that applicants with different backgrounds are encouraged to apply.

5.3 Late submission of applications or application documents

An application that has been submitted late shall not be considered. When the application is not complete, the applicant shall be requested to supplement the application within a certain period of time, normally within about 14 calendar days. If the requested supplement has not been submitted within the appointed time the application should be considered in its present state. The applicant must be informed of this in connection with the request to supplement the application.

5.4 Withdrawal of announcement of a vacancy

Decisions to withdraw the announcement of a vacancy should be taken by the Vice-Chancellor or a person authorized by the Vice-Chancellor (see the university's delegation procedure) after preparation by the faculty board and in consultation with the school.

6 Appointment

6.1 Appointment decision

Appointment decisions are taken by the Vice-Chancellor or a person authorized by the Vice-Chancellor (see the university's delegation procedure). However, the Vice-Chancellor may not delegate the decision if it relates to the appointment as or promotion to professor (HEO 4:28). Appeals may be made to the Board of Appeal for Higher Education against decisions relating to appointments (HEO 12:2).

Normally teachers are employed for an indefinite period. In the preparation of an appointment matter, with the exception of that of professor, the possibility of a fixed-term employment of up to six months, according to section 6 in the Swedish Employment Protection Act (*Lagen om anställningsskydd*) should be considered. In the first place, this includes appointments of teachers with limited teaching experience and/or limited research experience.

6.2 Preparation of appointment matters

6.2.1 Appointment of professors, senior lecturers, associate senior lecturers or postdoctoral research fellows

The faculty board shall prepare the matter and submit proposals in connection with the appointment of professors, senior lecturers, associate senior lecturers and postdoctoral research fellows. The faculty board shall while doing so procure evaluations from external experts. This is further regulated in the HEO (4:19-29).

The external experts should be reminded of their responsibility to show equal care when assessing the teaching as well as the academic skills. One of the external experts should be specially suited for assessing teaching skills.

The faculty board elects from among its members an employment committee for the preparation of appointment matters. The Head of School should be given the right to attend and express an opinion at

the employment committee's preparation of appointment matters relating to his or her school.

6.2.2 Promotion to professor of a candidate who is offered a position as a senior lecturer

A candidate who is offered permanent employment as a senior lecturer at the university should instead be offered permanent employment as a professor if he or she requests it and is qualified for such a position. The request to be appointed professor instead should be stated in the application for senior lecturer or otherwise made no later than three weeks after the offer of employment has been received.

The appointment matters are prepared in the same way as an application for a professor's position that has been declared vacant, with the following exceptions. The evaluation from external experts shall relate not only to the applicant's qualification for the position of senior lecturer but also for the position of professor (HEO 4:23). If the request for promotion to professor already has been made on the application, the evaluation shall relate also to the question of whether the applicant is qualified for the appointment as professor. If the Vice-Chancellor finds that a candidate offered an appointment such as is referred to above does not meet the requirements for appointment as professor, the request for appointment as professor shall be refused by special decision. Appointment as senior lecturer shall then be effected (HEO 4:28). An appeal may be made to the Board of Appeal for Higher Education against the decision to refuse a request for appointment as professor (HEO 12:2).

6.2.3 Employment as lecturer

An appointment as lecturer that has been announced vacant is prepared according to the approved delegation procedure.

6.2.4 Working methods for recruitment

Proposals of appointees should without exception be preceded by a serious and structured recruitment process where employment interviews and references should be viewed as obligatory aids. Also, other methods to consider in the recruitment process are teaching tests (trial lecture) and different forms of employment tests.

6.2.5 Assessment of qualifications

6.2.5.1 General

The assessment of qualifications should be done in a structured manner and be based on clearly specified grounds. The total overall assessment shall include formal qualifications for the position, collected professional experience and personal aptitude. Years of service, age and date of last promotion should only be considered if it is relevant to the overall assessment of the qualifications. The family situation shall not have an adverse effect on the assessment of qualifications, nor shall any part-time employment.

6.2.5.2 Academic qualifications

When assessing the academic qualifications, the faculty board should evaluate academic production, the ability to manage research activities, academic originality and outreach activities, for example, and without any specific order of precedence; production and publication of original results, and the extent of research supervision; obtained external research funding and research planning; academic awards and prizes; assignments and public functions; the dissemination of scientific results within the research field in question; and, national and international activities of consequence for the position.

6.2.5.3 Teaching qualifications

When assessing the teaching qualifications, the faculty board should base its evaluation on Örebro University's template for teaching qualifications where the qualified teacher fulfils the requirements according to the HEO concerning courses on teaching and learning in higher education or has acquired the equivalent knowledge in another manner or demonstrated teaching skills. The teaching qualifications should be presented in accordance with Örebro University's template for teaching portfolios.

6.2.5.4 Administrative qualifications

When assessing the administrative qualifications, special consideration should be given to qualifications that show an academic leadership, for example, and without any specific order of precedence, the position as Vice-Chancellor, Dean, Head of School, Director of Division or equivalent, Study Guidance Officer, Course Representative, positions in committees, boards or working groups). How the administrative role has been carried out shall also be assessed.

6.2.5.5 Interaction with the surrounding community

The fourth area to assess is the interaction with the surrounding community, for example, and without any specific order of precedence, achievements in developing and carrying out Örebro University's or other higher education institution's internationalisation work; popular science production; lecturing activities with popular science content; commissioned courses; other collaboration activities with trade and industry and administration services in education, research, regional development; as well as other general education initiatives.

6.2.6 Fixed-term employment

The recruitment for fixed-term employments should be carried out with the same care as any other recruitment, and in the light of the right to permanent employment that can arise under other labour legislation at the renewal of fixed-term employments.

7 Promotion

7.1 Promotion to professor of a senior lecturer employed at the university

A senior lecturer with permanent employment at the university shall on application be promoted to a permanent position as professor at the university, in the same subject area, if the senior lecturer is qualified for such a position (HEO 4:11).

The promotion matters are prepared in the same way as the application for an announced vacancy for a position as professor with the following exceptions. Evaluations from external experts need not be procured if this is manifestly unnecessary for assessing whether promotion should take place (HEO 4:25). If evaluations are procured, they shall relate to the question of whether the applicant should be promoted and whether the applicant is qualified (HEO 4:22). The faculty board shall submit a proposal to the Vice-Chancellor stating whether the applicant should be promoted and whether the applicant meets the qualification requirements (HEO 4:26-27).

The Vice-Chancellor decides on promotion. If the Vice-Chancellor finds that a senior lecturer does not meet the requirements for promotion, the request shall be refused by special decision (HF 4:28).

Appeals may be made to the Board of Appeal for Higher Education against the decision to refuse a request for appointment as professor (HF 12:2).

7.2 Promotion to senior lecturer of a lecturer employed at the university

7.2.1 Promotion to senior lecturer of a lecturer with the academic competence

A lecturer with permanent employment at the university shall on application be promoted to a permanent position as senior lecturer at the university, in the same subject area, if the lecturer is qualified for such a position (HEO 4:13). The promotion matters are prepared in the same way as the promotion to professor (see section 6.1).

Decisions relating to promotion and refusal of a request for promotion are made by special decision by the Vice-Chancellor or a person authorized by the Vice-Chancellor.

Appeals may be made to the Board of Appeal for Higher Education against the decision to refuse a request for appointment as senior lecturer (HEO 12:2).

7.2.2 Promotion to senior lecturer of a lecturer who has demonstrated special skills

A lecturer with permanent employment may be promoted to senior lecturer even if the qualification requirements are not met. This shall, however, only apply if the lecturer has demonstrated special teaching skills or special skills in developing and managing activities and staff at a higher education institution (Örebro University or other higher education institution) or has shown particular aptitude in interacting with the surrounding community (HEO 4:13).

The skills and competence that can lead to a promotion should comply with the highest standards, be manifested in many ways through work that has attracted much attention for several years, and be well-documented.

The application should be submitted to the faculty board. External expert evaluations should always be procured. In these cases they normally refer to other qualifications than the academic or artistic qualifications. Decisions relating to promotion and refusal of a request

for promotion are made by special decision by the Vice-Chancellor or a person authorized by the Vice-Chancellor.

Appeals may not be made to the Board of Appeal for Higher Education against the decision to refuse a request for appointment as senior lecturer (HEO 12:2 and 5).