

## Rules for the Recruitment and Promotion of University Teachers

Established by Vice-Chancellor  
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## 1 Rules for the Recruitment and Promotion of University Teachers

This document complements the Appointments Procedure for the University of Borås, Reg. 761-18, and includes information about preparation, rules of procedure, and practical application in relation to the appointments procedure. The rules describe how teacher recruitment, promotion and competence testing are conducted and who is responsible for the different parts of the process.

Decisions on rules for recruitment and promotion of university teachers are made, according to Section 5 of the Board's Organisational and Decision-making Regulations, by the Vice-Chancellor after consultation with the Research and Education Boards (FoU for its initials in Swedish, the *Forsknings- och utbildningsnämnd*) and the Artistic Research and Education Board (KFU, for its initials in Swedish, *Nämnden för konstnärlig forskning och utbildning*) (Chapter 5, Section 10 of the Board's Organisational and Decision-making Procedures (SOB, for its Swedish name *Styrelsens organisations- och beslutsordning*).

## 2 Gender equality

If a group of individuals are to submit a proposal on the applicants to be considered for appointment to a teaching post, women and men shall be equally represented in the group. This does not apply, however, if there are extraordinary reasons to the contrary. The Higher Education Ordinance, Chapter 4, Section 5.

Gender equality aspects must be consistently taken into account. This applies both to the composition of different groups and to the evaluation of the qualifications for those of different sexes applying to university teacher appointments.

If one of the sexes is underrepresented with less than 40 percent of the category of workers in a workplace, this is considered to be an underrepresentation, according to practice at the University of Borås. Each Faculty/department is considered a "workplace."

When a woman and a man are the main competitors for a position, and their qualifications are judged to be equal or substantially equal, the applicant who represents the underrepresented sex should primarily be considered for employment.

## 3 Preparation of employment cases

In teacher recruitment, several parties are involved, both within the university as well as the applicants and external experts. HR is responsible for ensuring the quality of the entire process, which means that HR staff follow a case from start to finish, and that HR educates and informs recruiting managers and board/committee members on current regulations and practices.

### 3.1 Distribution of responsibilities

#### 3.1.1 The Faculties

The Head of Department is responsible for creating employment documentation and advertising, with support from HR. The Head of Department is furthermore responsible for conducting an interview/trial lecture at the Faculty before a meeting of the board, or committee appointed by the board; taking references; and, if necessary, creating a visiting programme for the applicants where the university and the Faculty are presented.

### 3.1.2 HR

HR is responsible for all recruitment administration and presents the matter to the board, or the committee appointed by the board.

### 3.1.3 Board or appointed committee

The board, or committee appointed by the board, is responsible for the application of the Appointments Procedure and has the authority and responsibility to decide on:

- that the employment profile for teachers meets the eligibility requirements according to the Appointments Procedure, excluding professor, adjunct professor, guest professor and assistant professor who are decided by the Vice-Chancellor
- suggestions for expert reviewers/referees

A board, or committee appointed by the board, makes a recommendation for a decision on employment.

### 3.1.4 Union collaboration

HR sends all advertisements to the union representatives. If the union representatives want input in the recruitment, they should contact the recruiting manager to inform them.

HR informs the union representatives before decisions on employment are made and posted.

## 3.2 Employment documentation and employment profile

Initiatives to begin the procedure for hiring a teacher are normally taken by the Head of Department who formulates an employment document that must contain an account of the employment needs, employment profile, financing possibilities, and which recruitment procedure should be applied. A template for employment documentation is available on the university website and should always be used.

The employment profile should form the basis for the announcement of the position. The employment profile must state:

- subject area of employment
- the eligibility requirements and any other requirements and merits that are important for the employment
- the tasks that should primarily be included in the position

In the Vice-Chancellor's and Faculties' Organisational and Decision-making Regulations, rules for how employment documents are to be approved and rules on beginning recruitment are to be found. Before a recruitment procedure commences, the chair of the board, or committee appointed by the board, must authorize that the requirement profile for the employment is in line with established regulations.

## 3.3 Advertising

The main rule for advertising is that teacher positions must be publicized via advertising or be made public through an equivalent procedure. Vacant positions should normally be announced on the university's website, the official bulletin board, and on Swedish Public Employment Service's website. The application time should be at least three weeks.

### 3.3.1 Alternative procedure

An alternative procedure is that vacant positions be announced on the university's official bulletin board for seven days and be registered with the Swedish Public Employment Service. This procedure can be used in recruiting for positions of up to six months in length. The procedure can also be used in other cases if there are special reasons, but this must be applied restrictively. Decisions on the alternative procedure are made by the head of recruitment manager in consultation with HR.

### 3.3.2 Exceptions to requirements for advertising

Exceptions to requirements for advertising can be made when there are special reasons; decisions on such an exception are made by the HR manager. If the exemption refers to teacher position, a decision on such an exception shall be made after consultation with the chair of the committee/board concerned. Exceptions to requirements for advertising may, without consultation with the committee/board or a special decision by the HR manager, be made regarding:

- preferential right to re-employment or to employment with a higher employment rate or a new placement
- promotion to a higher position
- employment as adjunct professor, adjunct lecturer and visiting professor
- invitation for employment as a professor
- post-retirement positions
- if the length of the employment is judged to be shorter than the time the recruitment process is expected to take
- temporary position due to a vacancy; employment of a temporary substitute, provided that a recruitment process has begun

## 3.4 Application

To help with the review of merits, the university has prepared a merit portfolio guide, which is available on the university's website<sup>1</sup>.

Applications for employment as a teacher must include:

- cover page specifying position sought and subject
- CV containing a summary list of educational degrees and work experience in chronological order
- merit portfolio containing an account of the applicant's experience in research, education, administration (including development and management of activities and personnel), information on research work and collaboration with the surrounding society. If applicable, publication list and/or list of works within the artistic subject area
- diplomas
- required number of copies of specially noted scientific/artistic publications, documented artistic works and pedagogical works

Applicants for teacher positions may rely on only those publications that have been published, or accepted for publication at the end of the application period. In the event that a manuscript

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<sup>1</sup> The university website: <https://www.hb.se/en/About-UB/Work-at-UB/Factssupport-for-candidates1/>

has been accepted for publication, attestation to this fact issued for this by the relevant editor must be enclosed with the application.

If there are special reasons, applications received after the application deadline may also be considered.

Decisions on the issue are regulated in each Faculty's Organisational and Decision-making Regulations.

### 3.5 External experts

Experts refer to external persons who are particularly familiar with the subject area of the employment at hand. Normally, the experts should assess both scientific/artistic and pedagogical skills. In addition, in cases where there is a need for a pedagogical expert, one can be engaged. If necessary, more experts can be appointed.

At the University of Borås, two experts shall assess the applicants when hiring a professor (including adjunct professor and visiting professor), assistant professor, senior lecturer and assistant university lecturer if it is not obviously unnecessary for the examination of the skill.

A person who, within the last five years, has already been deemed to be a qualified senior lecturer, assistant professor or professor, may, if the person in question otherwise meets the requirements for being appointed as a senior lecturer, assistant professor or professor, be recommended for employment with the support of expert opinions from a previous expert examination at another institution (maximum five years old, provided that the eligibility requirements are the same). However, this simplified procedure can only be applied when there is only one applicant.

When recruiting postdoctoral fellows, examination is primarily done by an internal expert who is appointed by the chair of the committee or board on the proposal of the Head of Department. If the chair of the concerned board, or if applicable, the chair of the appointed committee, considers it necessary, an external expert may be appointed according to the same procedure as for teacher appointments.

#### 3.5.1 Determination of external experts

When the opinions of two or more persons are obtained, both men and women should be represented equally. This does not apply, however, if there are extraordinary reasons to the contrary. The Higher Education Ordinance, Chapter 4, Section 6.
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When the application period has expired and the applicants have been determined, the Head of Department proposes external expert to the chair of the relevant board, or, where appropriate, the chair of the committee, who then acquires formal confirmation from the intended expert. It must be clear that there is no conflict of interest and that the gender equality aspect of the experts has been taken into account. The chair of the board concerned, or, where appropriate, the committee chair, decides on the expert. A template for employment documentation is available on the university website and should always be used. Experts normally have two months to review applicants. The Head of Department may agree on another timetable with the experts.

Experts receive fees according to the local collective agreement.

### 3.5.2 Dispatch to external experts

The chair of the board, or, where appropriate, the chair of the committee, decides in consultation with the relevant Head of Department/Dean of Faculty about which applicant(s) should be sent to expert reviewers for assessment. Only obviously unqualified applicants are not sent for review.

HR ensures that the experts receive the following data:

- Position advertisement
- the applicants' application documents
- Appointments Procedure
- instructions including draft timetable for the expert procedure

### 3.5.3 Expert statement

The experts must write a general presentation of all applicants, in which they briefly describe each applicant's scientific/artistic, pedagogical and other qualifications that are of importance to the employment. The experts can choose whether to write the presentation individually or jointly.

The experts must each describe the skills of those applicants who should primarily be considered for the job. Suitability when it comes to the most important eligibility requirements must be reported separately and a weighting of all of the applicant's qualifications must be made.

The experts shall each individually indicate a finalist group of, normally, three to five applicants who should primarily be considered for the position. The finalist group should be without mutual ranking unless the expert finds any candidate so superior in relation to the current employment requirement profile that this needs to be highlighted, which in that case must be specifically justified. The assessment must be made partly with respect to each of the most important eligibility requirements and partly as an overall assessment. In cases where an expert finds that none of the applicants should be proposed for employment, this must be stated in the statement.

## 3.6 Recommendation on employment

A board, or a committee appointed by the board, makes a recommendation for a decision on employment.

The following is the basis for recommendation:

- application documents
- expert statements
- interview--and/or trial lecture--by applicants at the Faculty
- references
- interview of applicants by board/committee

A decision on a recommendation on employment is made on the basis of a weighting of the above mentioned grounds. Results of the interview/trial lecture at the Faculty and references are reported by the Head of Department (Dean of Faculty for professor recruitments) and weighted together with the results from other points.

After interviews, the boards, or committees appointed by them, must recommend the employment of applicants, which can be done by ranking those interviewed as first, second, and so on. The ranking is made to indicate that the person who is placed as the second ranked is also recommended for employment if for some reason employment for the person who was ranked first does not occur. If more applicants are interviewed, of which someone is not relevant for recommendation for employment, this person should not be ranked in the protocol. The chair of the board, or committee appointed by the board, may decide on supplementary investigative measures in employment matters and decide that additional persons are to be invited to participate in the preparation of the case with the right to attend and speak. After the preparation of the board, or by the committee appointed by the board, the relevant HR Officer submits proposals for decisions to the Head of Department or the Dean of Faculty (in the case of professor positions).

### 3.7 Simplified procedure

When hiring an adjunct professor and visiting professor, the simplified procedure can be applied.

#### 3.7.1 Visiting professor

A person who, within the last five years, has already been assessed as having a professor's level of competence, may, if the person in question otherwise complies with the requirements for being employed as a visiting professor, be appointed a visiting professor with the support of external expert opinions from a previous professor appointment at another institution, up to a maximum of five years old, provided that the eligibility requirements are the same.

A person who has already been employed as a professor at another institution for a long time can be appointed visiting professor through a simplified procedure. This requires that the Faculty that the visiting professor will be employed at prepares:

1. application documents and appendices attached so that the board/committee can make an assessment, e.g. CV and publication list,
2. documents that prove the applicant's current employment as a professor
3. in those cases that the person has a professorship at a higher education institution outside the Nordic countries, a statement/certificate where it is clear how professorships function in the country where the applicant has his/her professorship. It should also be clear how the applicant's competence corresponds to the Swedish requirements that are normally set for an appointment in Sweden.

Decisions on simplified procedure are made by the chair of the board/committee concerned.

#### 3.7.2 Adjunct Professor

A person who, within the last five years, has been deemed to possess professorial competence may, if the person in question fulfills the requirements for being employed as an adjunct professor--i.e. has a significant part of his or her activities outside the university--be appointed as an adjunct professor with the support of expert opinion from the previous professor appointment at other higher education institution, maximum five years old, provided that the eligibility requirements are the same.

A person who has already been employed as a professor for a long time may, if otherwise meeting the requirements for being employed as an adjunct professor, be appointed as an adjunct professor through a simplified procedure.

Decisions on simplified procedure are made by the chair of the board/committee concerned.

### 3.8 Nomination for employment as a professor

The Vice-Chancellor may decide to nominate someone to employment as a professor without advertising if it is of particular importance for certain activities at the University of Borås according to Chapter 4, Section 7, the Higher Education Ordinance. This rule should be used restrictively.

A Dean of Faculty can initiate a dialogue with the Vice-Chancellor on a proposal for a nomination to employment as a professor. The proposed person is to be qualified as a professor within the profile for which the position applies. The Dean of Faculty submits a written proposal that justifies why this employment is of particular importance to the university's work and why a regular recruitment procedure is not applicable as well as employment documentation and complete application from the intended professor to HR. Thereafter, the HR recruitment process begins in the usual process.

Preparation of the nomination procedure takes place in the board, or committee appointed by the board. The Vice-Chancellor can then make a decision on employment if it is clear that all criteria for the nomination for employment as a professor are fulfilled.

## 4 Preparation of promotion cases

Teachers who are employed as assistant senior lecturer<sup>2</sup> or permanently employed as assistant professor, senior lecturer or lecturers must, upon application by the teacher or on the initiative of the employer, be given the opportunity within the framework of his/her employment to be evaluated for promotion to a higher position. The evaluation must be carried out with equal care and accuracy and taking into account the same eligibility requirements and assessment grounds that are applied in recruiting new employees. The subject area of the higher position must be the same or in close connection as for the basic employment.

### 4.1 Distribution of responsibilities

#### 4.1.1 The Faculties

The Dean of Faculty decides whether the promotion case is to be initiated for promotion to senior lecturer. The Vice-Chancellor decides to commence promotion cases to assistant professor and professor.

#### 4.1.2 HR

HR is responsible for all administration in a promotion case and handles the matter before the board, or committee appointed by the board.

#### 4.1.3 Board or appointed committee

A board, or committee appointed by a board, is responsible for the application of the applications procedure and has the authority and responsibility to make decisions on

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<sup>2</sup> Employments that began before 2018-04-01 are regulated by the Higher Education Ordinance's older regulations.

proposals for external experts. A committee, or committee appointed by the board, makes a recommendation for a decision on promotion.

#### 4.2 Preparation

Promotional matters shall, as applicable, be prepared by the relevant board, or committee appointed by the board, in the same process as recruitment matters. For the handling of expert statements in promotion cases, see 3.5. The decision-making procedure for promotion is the same as for the employment of corresponding categories of externally recruited teachers. In the decision to reject the application for promotion, the reasons for the decision must be reported.

Evaluations for promotion cannot normally take place until at least six months after receiving the permanent position. However, this does not apply to applications from an assistant senior lecturer to a senior lecturer.

##### 4.2.1 Senior Lecturer and Assistant Professor to Professor

Expert assessments must normally be obtained and--if there are no special reasons for doing otherwise—they are to be from two experts from another university. Such a promotion is to be regarded as a competence test and normally does not entail any change in the duties of the employment.

##### 4.2.2 Senior Lecturer to Assistant Professor

Expert assessments must normally be obtained and--if there are no special reasons for doing otherwise—they are to be from two experts from another university. Such a promotion is to be regarded as a competence test and normally does not entail any change in the duties of the employment.

When applying for promotion from a permanent employment as a senior lecturer to employment as an assistant professor, the board, or committee appointed by a board, can therefore substantiate the scientific, artistic and pedagogical skills of the employee if they have docenture at the University of Borås and thus meet the requirements regarding ability to lead, develop and administer research activities as well as good ability to supervise doctoral students as the main supervisor based on the assessment grounds set up for the assistant professor. In this procedure, no expert review and no interview in board/committee take place. If the employee has docenture at another institution, the board/committee shall consider whether the documentation from the other institution referred to by the employee provides sufficient assessment documentation for promotion to the assistant professor, or if a new expert examination is to be requested.

##### 4.2.3 Associate Senior Lecturer to Senior Lecturer<sup>3</sup>

An associate senior lecturer at the university shall, upon application, be promoted to permanent employment as senior lecturer if the associate senior lecturer has qualifications for such and additionally is determined to be suitable according to the assessment grounds set by the university for promotion to senior lecturer. The subject area for the position as a senior lecturer must be the same as for the employment as an associate senior lecturer.

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<sup>3</sup> Employments that began before 2018-04-01 are regulated by the Higher Education Ordinance's older regulations.

When applying for promotion to a senior lecturer, the board/committee concerned examines the application on the basis of the assessment grounds set up for employment as a senior lecturer and decides after an interview with the board/ committee on there is to be a recommendation for promotion.

Applications for promotion to a senior lecturer must be submitted no later than six months before the appointment as associate senior lecturer is to end.

#### 4.2.4 Lecturer to Senior Lecturer

A lecturer who is employed permanently can, upon application, be promoted to a senior lecturer if he or she has qualifications for such employment and is also considered suitable according to an examination done based on the assessment grounds set for employment as a senior lecturer.

When an application for promotion from permanent employment as a lecturer to senior lecturer is based on an obtained doctoral degree, the examination of scientific/artistic competence can be restricted to a finding by the board/committee that a doctoral degree has been completed within the area relevant to the employment. The requirements regarding pedagogical skill are considered to be fulfilled when the employed lecturer has completed university education training according to the eligibility requirements that are set for new hiring of a lecturer. In this procedure, no expert review and no interview by board/committee take place.

#### 4.2.5 Teachers employed in artistic activities

A teacher who, with the support of Chapter 4, Section 10 of the Higher Education Ordinance (artistic activity) is a temporary employee is to be promoted to a higher position if he or she has qualifications for such employment and is also considered upon an examination according to the assessment grounds set by the university for such a position. However, such a promotion is not a new employment when it comes to time limits.

### 4.3 Application

In support of the application for promotion, the applicant must submit complete the application documents in accordance with what applies to the application for an externally advertised employment as professor, assistant professor and senior lecturer, see 3.4.

#### 4.3.1 Other professional skills

In cases where vocational skills other than academic/scientific skills are invoked as support for the application for promotion from employment as a lecturer to employment as a senior lecturer, the intended vocational skill shall be tested on the basis of the same eligibility requirements that are set for new employment, see the Appointments Procedure.

#### 4.4 Recommendation on promotion

A board, or committee appointed by a board, makes a recommendation for a decision on promotion.

The following is the basis for recommendation:

- application documents
- expert statements
- interview of applicants by board/committee

Decisions for a recommendation are made on the basis of a weighting of the abovementioned grounds.

After an interview, a board or committee appointed by a board, make recommendations regarding the promotion of applicants. The chair of the board or committee appointed by the board may decide on supplementary investigative measures in promotion cases and decide that additional persons shall be invited to participate in the preparation of the case with the right to attend and speak.

After the preparation of the board, or committee appointed by the board, the relevant officer from HR submits a proposal for a decision to the Dean of Faculty or the Vice-Chancellor in the case of professor positions.

#### 4.4.1 Rejection

Applicants who have been refused application for promotion to a higher position are recommended to submit a renewed application at the earliest after three years in order to obtain additional qualifications in the meantime.

## 5 Decisions

### 5.1 Decisions on employment and promotion

Decisions on the employment and promotion of professors, adjunct professors, visiting professors and assistant professors are made by the Vice-Chancellor and may not be delegated.

Decisions on employment and promotion of teacher positions beyond professor, adjunct professor, visiting professor and assistant professor are made by the Dean of Faculty. Decisions can be delegated and regulated according to each Faculty's organizational and decision-making procedure.

The decision-maker decides whether a presentation should be made prior to the decision's being made. Presentations are made, if applicable, by HR.

Union representatives should be given information on appointments as early as possible, but no later than five days before a decision on employment is made. HR ensures that information is provided to union representatives.

Decisions on who is hired should be announced as soon as possible through posts on the university's bulletin board. In addition to providing information on how to appeal, information on the rejection is to be given to all applicants for the position. HR is responsible for announcing the decision.

### 5.2 Decision to cancel the employment procedure

A recruitment can be interrupted if, for example, the recruitment basis is insufficient or if new circumstances have developed that make employment impossible.

Decisions on the termination of the employment procedure regarding professor, adjunct professor, visiting professor and assistant professor are made by the Vice-Chancellor. A decision on the termination of the employment procedure for other teacher categories is made

by the Dean of Faculty. Decisions can be delegated and regulated according to each Faculty's organizational and decision-making procedure<sup>4</sup>.

The decision to cancel the employment procedure need not be justified for the applicant and cannot be appealed.

## 6 Introduction of new employees

The University of Borås wants to be an employer that creates good conditions for a good physical and psychosocial work environment. A first step is introducing all new employees as quickly as possible to our organisation and working methods. It is also of great importance to how we are perceived as an employer and workplace. A warm welcome and a well thought-out introduction mean that the employee feels important and needed and creates the conditions for the employee to get started with his/her work faster.

In addition to a general introduction, the introduction must be adapted to the needs of the new employee. The layout and content for the introduction vary depending on who the new employee is and what tasks they are employed to perform. The immediate manager is responsible for ensuring that new employees are introduced to their new work.

HR has developed a checklist that can be used as support when introducing new employees to the workplace. The check list is available on the university's website. A group introduction, which gives the participants a valuable information about the university's different elements, is offered periodically to new employees.

## 7 Appeal

The appeal period expires three weeks after the decision on employment has been made public and notification of decisions has been sent to other applicants. An appeal that has been received in time is to be sent promptly to the Higher Education Appeals Board (*Överklagandenämnden*, or ÖNH, for its initials in Swedish) together with other necessary documentation in the matter of the employment. HR is responsible for sending documents to ÖNH, as well as for administrative support in the case.

Documents to be submitted to ÖNH<sup>5</sup>:

- the university's decision on employment profile and vacancy notice
- application documents for the employee and the complainant
- any expert statements and opinions/minutes from the board, or by the appointed committee
- hiring decision
- original copy of the appeal
- statement from the university
- all other documents that may be relevant to the case
- information about the telephone number and/or e-mail address of the relevant administrator at the university

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<sup>4</sup> Vice-Chancellor's Organisational and Decision-Making Procedure, Reg. 698-18.

<sup>5</sup> Information on which documents are to be sent to can be found here on the website for the Higher Education Appeals Board: <https://www.onh.se/in-english.html>

Disclaimer: This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.