



HÖGSKOLAN
DALARNA

Recruitment Procedures for Teachers at Dalarna University

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1. Introduction

Every educational institute is required to draw up a Recruitment Procedures document that describes its rules for the employment of teachers (Higher Education Ordinance, Chapter 2, Section 2). This document meets that requirement. It also covers the rules for promotion at Dalarna University.

The purpose of this document is also to establish common procedures for recruitment at the University. This document will serve as a concrete resource and can be complemented by other supporting documentation as drawn up by the Vice Chancellor.

The format of the Employment Procedures document is such that the two introductory sections cover fundamental goals and decisions related to the employment of teachers. The subsequent sections are each to be read independently, according to the teaching position that is applicable.

Other legal documents besides the Higher Education Ordinance (HEO) that are relevant for the employment of personnel are *Anställningsförordningen (AF)*, *Lagen om offentlig anställning (LOA)*, *Lagen om anställningsskydd (LAS)* and *Diskrimineringslagen (DL)*.

1.1 Vision and Overall Goal

The vision, goals and other governing documents of the University shall continue to be directive for the provision of competence at the University.

1.2 Goals of the Recruitment Procedures Document

The objective of the University's Recruitment Procedures document is that all positions shall be held by qualified employees as based on the needs of the University. Those individuals who are employed shall meet the requirements as set by the University; they shall be competent within their specific field of employment; they shall show responsibility and dedication in their work; and they shall actively work towards the development and growth of the University.

Recruitment at the University will be conducted in an effective and structured manner, and applicants shall be met positively and professionally. Recruitment at the University will be characterised by transparency, objectivity and legal security.

The University shall always strive towards equality and diversity in its recruitment practices. The University shall follow the policies and directives of the organisation and in such a way work towards diversity and equality of gender in all employment categories.

1.3 Basic Rules Related to Employment in Government

“In the case of decisions on employment in the public sector, consideration will be based on objective grounds, such as in-service time and expertise.” *Lag* (2010: 1408) (RF, Chapter 12, Section 5)

“With employment, consideration will be based on objective grounds alone, such as in-service time and expertise.¹ Expertise will be given more weight if there is no existing reason to do otherwise.” (*Lag* (1994: 260) (LOA) Section 4)

“The employer shall see to it that all people regardless of gender, ethnicity, religion or other belief system are given the opportunity to apply for vacant positions.” (*Diskrimineringslagen* (2008:567) Chapter 3, Section 7)

“When there is an unequal ratio of men and women in a certain type of work or certain category of employee, the employer will increase efforts to promote applications from the underrepresented gender. The employer will try to see to it that the proportion of employees from the underrepresented gender subsequently increases.

However, this will not apply if there is good reason or if the conditions cannot be demanded in view of the resources of the employer and conditions in general.” (*Diskrimineringslagen* (2008:567)

¹ In-service time is the number of years of service working for the government, whereas expertise refers to those factors that are significant for the position in question. Those factors are, among other things, education, personal qualities and professional experience (Att anställa, Arbetsgivarverket 2012).

Chapter 3, Section 9)

“When employing anybody, the organisation must consider not only expertise and in-service years, but also such facts that are in accord with general goals related to the job market, equality, society and employment policy.” (*Anställningsförordningen* (1994:373) Section 4)

1.4 Categories of Teacher

At Dalarna University, teachers are employed in the following categories:

- Professor including Adjunct Professors and Visiting Professors
- Senior Lecturer
- Associate Senior Lecturer
- Postdoctoral Scholar
- Lecturer
- Adjunct Teaching Staff and Visiting Lecturer

Teachers shall primarily be employed on a permanent contract; however, the position can be time-limited according to needs and the Higher Education Ordinance, LAS or a collective agreement.

1.5 Teacher’s Work Duties

The work duties of a teacher include responsibility for education, research or artistic development as well as administration. Other duties include following the development in their subject field and development in society in general that is significant for his/her work at the university.

(*Högskolelagen* (HL), Chapter 3, Section 1)

2. General Rules for Employment

2.1 Information about Position

A government organisation that intends to open a position for employment must, in an appropriate way, provide information about this so that those who are interested in the position can apply to the organisation within a certain time [...] Information need not be submitted, if there are special reasons for this.

(*Anställningsförordningen* (AF 1994:373) Section 6)

All vacant teaching positions shall be advertised on the University’s announcement board, on the University’s website and by the employment office Arbetsförmedlingen.

In each recruitment case, there will be discussion about which other methods exist to reach prospective applicants. It is the Head of School, or the person he/she designates, who decides on this.

The period of application shall normally be three weeks at minimum. Submission of complementary documentation after the date of application can be permitted if there is special reason.

Exceptions from these information requirements can be made in cases of the following:

- Employment of an individual who has first rights in the case of re-employment or a position that has a higher employment level.
- Employment of an individual who is being repositioned within the organisation as a result of work shortage or rehabilitation purposes.
- Employment of a professor by way of invitation.

- Specific and acute need, until, at most, the end of the term. A written explanation as to why there is special reason for this shall be submitted to the Human Resources Department. In cases of extension, the position shall be advertised.
- Substitute in the period before appointment to the position.
- Employment of an Adjunct Professor, Visiting Professor, Adjunct Teaching Staff and Visiting Lecturer.

2.2 Appeals

Any decisions about employment may, in accordance with the Higher Education Ordinance, Chapter 12, Section 2, be appealed to the Higher Education Appeals Board.

When the employment decision has been made and the applicant has been informed, information about how the decision can be appealed shall be provided in those cases that an appeal can be made.

The individual that the decision concerns may appeal, if the decision can be appealed against. The appeal shall be made in writing to Högskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

2.3 Conflicts of Interest

Everyone who is involved in the processing of applications is to be aware of any conflict of interest that might exist. Each individual shall report any such potential conflict of interest. Anyone in a position of conflict of interest may not be part of the employment process. Whoever is involved in the processing of an application shall ensure there is no conflict of interest related to any member, expert or supervisor. The AFU (*Anställningsförslagsutskottet*) is responsible for ensuring that the issue of conflict of interest is taken into account during the processing of employment cases by the AFU.

In accordance with the *Förvaltningslagen* (1986:223), Section 11, an individual who is in any manner or form involved with the processing of a case is in conflict of interest if

1. the matter concerns him/herself or his/her spouse, parent, child or sibling or any other person that he/she has a close relationship with or if the result of the case can be expected to bring with it clear benefit or clear disadvantage to him/her or somebody that he/she has a close relationship with.
2. he/she or somebody else that he/she has a close relationship with is the representative for the person that the matter concerns or for a person who can benefit from or be disadvantaged by the result of the case.
3. the matter has been drawn to the attention of the authority by way of appeal or reference to a decision by another authority or as a result of the monitoring of another authority and he/she previously at the other authority took part in the final processing of a matter that concerns this one
4. if he/she served as proxy or, upon payment, assisted somebody in the matter, or if there exists any particular consideration at all that can put into question his/her impartiality in the matter at-hand.

In cases of conflict of interest, questions concerning impartiality will be disregarded when they lack significance.

2.4 Cancellation of the Recruitment Process

The recruitment for a position that is underway may be cancelled if the situation changes and if there no longer exists any reason to continue with it or if there are no suitable candidates for the position. The Director/Manager/Department Head concerned will report, in writing, the reasons for the cancellation for those positions that were prepared by the AFU.

Decisions on this are made by the Vice Chancellor.

3. Employment of Professors

3.1 Form of Employment

A Professor will be employed on a permanent basis. A professor's position cannot be temporary (Higher Education Act, Chapter 3, Section 3 and the Higher Education Ordinance Chapter 4, Section 9). The exception is employment as an Adjunct Professor or Visiting Professor (see 4. Employment of Adjunct Professors and 5. Employment of Visiting Professors). However, employment of Professors on artistic basis can be temporary. In accordance with the Higher Education Ordinance Chapter 4, Section 10, Professors on artistic basis can be employed until further notice up to a maximum of five years. The position may be renewed; however, in total, the number of years may not exceed 10 years.

3.2 Qualifications

In accordance with the Higher Education Ordinance, Chapter 4, Section 3, the qualification requirements for employment as Professor besides on artistic basis are as follows:

- Demonstrated academic expertise
- Demonstrated teaching expertise

For Professors on artistic basis, the following qualification requirements apply:

- Demonstrated artistic expertise
- Demonstrated teaching expertise

3.3 Bases of Evaluation

“As bases of evaluation for employment of a professor, the level of such expertise that is a requirement for the applicant to be considered qualified for the position shall apply. Review of pedagogical expertise shall be given as much attention as academic expertise. Beyond this, every university shall itself decide on the bases of evaluation that shall apply upon the employment of a professor.”

(Higher Education Ordinance, Chapter 4, Section 3)

Both the above clause from the Higher Education Ordinance and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of a Professor.

3.3.1 Academic Expertise

Academic expertise shall be demonstrated by way of the applicant's own research.

Important in the evaluation are the following:

- Good national and international level as a researcher
- Connection to the research community
- Breadth and depth of research
- The relevance of the research in relation to the profile of the position
- Independence and innovation as a researcher
- Comprehensiveness of the research proven through both nationally and internationally published work and assignments
- Experience of acting as an opponent/member of examining committee, expert and referee
- Main responsibility of applying for and receiving national and/or international research funding

3.3.2 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students' learning as well as the ability to garner engagement and interest for the subject.
- Supervisory experience in the area of third-cycle level education to the stage of thesis defence.
- Teaching experience at the first-cycle, second-cycle and third-cycle levels.
- Proven teaching skills as demonstrated by way of, for example, course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

3.3.3 Artistic Expertise

Artistic expertise shall be demonstrated by way of the applicant's own artistic production.

Important in the evaluation are the following:

- Artistic depth and ability of expression
- Artistic originality
- Presence and visibility in artistic life and professional contexts
- Productivity
- Artistic research and development
- Awards, stipendiums, etc.
- Artistic assignments demonstrating expertise

3.3.4 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Professor to have administrative experience and experience with developing an organisation. Leadership ability is also of significance.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

3.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that the recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

In normal cases, the employment profile is included in the documentation. The employment profile is formulated as based on the University's vision and strategy, the current needs of the School and the description of the position. The employment profile shall include the subject area, a description of the subject, work duties, necessary qualifications including those based on the Higher Education Ordinance, other necessary skills, experience and personal qualities. Qualifications that are deemed necessary shall be well-motivated based on the position and the needs of the organisation. A Human Resources Officer is consulted before the decision is signed. The Human Resources Officer also

provides support in the drawing up of the employment profile. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not. Upon approval, the Vice Chancellor finalizes the preliminary employment profile.

To conclude, the advertisement is finalized by way of a decision of the Chairperson (or Dean) in the AFU, in consultation with the Head of School.

3.5 Information about Position

The position will be advertised according to 2.1 Information about Position. The application period for a Professor shall, in normal cases, be no shorter than three weeks.

3.6 Applications

For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications. The applicant shall provide the University with all application documentation within the prescribed time. The application period is given in the advertisement. Late applications may be considered if there is special reason: for example, if the applicant can provide an acceptable explanation for the delay or if the late applicant is clearly more qualified than the other applicants. The Dean will decide whether or not any late applications can be considered.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae
- certification of qualifications
- list of publications
- ten pieces of referenced work that have the most relevance
- summary of pertinent academic, scientific and artistic experience and work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications

Applications that are sent by post shall include three copies of each of the above documents. Applications that are sent electronically require one copy only.

3.7 Recruitment Procedure

The proposed recruitment of a Professor will involve expert evaluations as well as a structured and serious recruitment process that shall always include an interview and reference contact. Another recruitment step that will normally be implemented is a trial lesson. Other types of selection methods may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

3.7.1 Expert Evaluation

Upon employment of a Professor, an evaluation will be conducted by external experts brought in to do so. As a guide, Dalarna University requires the applicant's documentation to be evaluated by at least two external experts in the field.

The AFU decides on which external experts in accordance with the suggestions from the Head of Department or Head of School. Both men and women shall be represented. The external experts shall themselves have the competence of Professor. Exceptions can be made if special reasons exist.

External experts need not be involved if there is clearly no need. This may, for example, be in the case of the applicant being obviously qualified and there being one applicant only or few applicants, the differences between whom are great.

The AFU decides which applications are to be reviewed by external experts.

The external experts shall be given clear instructions as to which aspects they are to consider for the position in question. The applicant's qualifications are to be evaluated with the employment profile in mind. The evaluation of the external experts will normally be in regard to the academic or artistic merits but can also consider the pedagogical merits if the AFU finds this applicable. An expert for a pedagogical evaluation can also be selected. External experts shall categorise the applications in the following ways: Not Qualified, Qualified, and Qualified and Good Match with the employment profile.

The members of the AFU are responsible for checking the quality of the external experts' views. The Chairperson of the AFU can also decide whether there is enough documentation for a decision to be made before the views of all external experts have been delivered. As an alternative or complement to the written views of the external experts, the external experts may also provide their opinions orally in conjunction with an AFU meeting.

3.7.2 Trial Lesson

The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, the form of trial lesson based on the requirements of the position.

3.7.3 Interview and References

An interview and references are always to be part of the recruitment process. Selection for interview is made based on an evaluation as to which of the applicants best meets the professional demands outlined in the employment profile. If there is more than one qualified candidate, at least two will be called to an interview. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted. The interview and the reference questions shall be based on the employment profile.

The AFU shall encourage the student representative in the committee to take references for each candidate from the student union(s) at the institute where each respective candidate was employed.

3.8 Employment

The AFU proposes that the Vice Chancellor (Higher Education Ordinance Chapter 4, Section 13) employ the applicant that is found to be best qualified for the position as Professor. If the AFU finds there to be reason for it, a ranking order of applicants can be put to the Vice Chancellor. The proposal shall be based on all documentation, such as the views of the external experts, results from the interview, trial lesson and references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

The Vice Chancellor has the decision on the employment of a Professor. The right to make this decision cannot be delegated (Higher Education Ordinance, Chapter 4, Section 13). The decision will include instructions on how to appeal (see 3.9). All applicants are to receive written information about the decision immediately after the decision has been made. Those individuals who were called to an interview will be contacted by telephone before receiving the written decision. The decision will be put up on the official Dalarna University announcement board.

3.9 Appeals

The individual that the decision concerns may appeal. The appeal shall be made in writing to Höskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

3.10 Invitation

According to the Higher Education Ordinance, Chapter 4, Section 7, a university may invite a person to take the position of Professor if the position is of particular significance for the department in question at the University. If an invitation is made, the reasons for employment of particular significance shall be documented.

Only an individual who is qualified for the position in accordance with the Higher Education Ordinance, Chapter 4, Section 3 may be employed through invitation. This means of employment shall be used on a restrictive basis.

The Vice Chancellor decides on the invitation upon initiative of the Head of School and after the AFU has given its opinion. The decision about employment upon invitation will be posted on the University's announcement board.

No vacancy announcement is made in the case of invitation. The decision may not be appealed.

4. Employment of Adjunct Professors

An Adjunct Professor shall be a leading specialist in his field and shall be employed to bring to the University a specific competence that is of particular importance or to strengthen the organisation's ties with business and industry and society at large. Only an individual who has his/her main operations outside the university world can be employed as an Adjunct Professor (Higher Education Act, Chapter 3, Section 2).

The breadth of the position will be based on the demands of the organisation. The normal percentage of employment is 20% of a full-time position. In certain cases, a higher percentage may be required; however, the percentage of employment may not exceed 49%.

A written agreement about the conditions of employment between the University, the main employer and the individual shall, normally, be written. In this agreement, there will be information about the parties' responsibility for wage costs and other costs, resources in the form of premises and equipment, as well as intellectual rights and work duties. The basic point is that the main employer is responsible for the wage costs.

4.1 Form of Employment

The employment of an Adjunct Professor shall be until further notice, yet at the longest up to a certain point in time. The position can be renewed; however, the total period of employment may not exceed 12 years (Higher Education Ordinance, Chapter 4, Section 11).

4.2 Qualifications

In accordance with the Higher Education Ordinance, Chapter 4, Section 3, the qualification requirements for employment as Professor besides on artistic basis are as follows:

- Demonstrated academic expertise
- Demonstrated teaching expertise

For Professors on artistic basis, the following qualification requirements apply:

- Demonstrated artistic expertise
- Demonstrated teaching expertise

4.3 Bases of Evaluation

“As bases of evaluation for employment of a professor, the level of such expertise that is a requirement for the applicant to be considered qualified for the position shall apply. Review of pedagogical expertise shall be given as much attention as academic expertise. Beyond this, every university shall itself decide on the bases of evaluation that shall apply upon the employment of a professor.” (Higher Education Ordinance, Chapter 4, Section 3)

Both the above clause from the Higher Education Ordinance and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of an Adjunct Professor.

4.3.1 Academic Expertise

Academic expertise shall be demonstrated by way of the applicant's own research.

Important in the evaluation are the following:

- Good national and international level as a researcher
- Connection to the research community
- Breadth and depth of research
- The relevance of the research in relation to the employment profile
- Independence and innovation as a researcher
- Comprehensiveness of the research proven through both nationally and internationally published work and assignments
- Experience of acting as an opponent/member of examining committee, expert and referee
- Demonstrated ability to attract external funding for research projects

4.3.2 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students' learning as well as the ability to garner engagement and interest for the subject.
- Supervisory experience in the area of third-cycle level education to the stage of thesis defence.
- Teaching experience at the first-cycle, second-cycle and third-cycle levels.
- Proven teaching skills as demonstrated by way of, for example, course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

4.3.3 Artistic Expertise

Artistic expertise shall be demonstrated by way of the applicant's own artistic production.

Important in the evaluation are the following:

- Artistic depth and ability of expression
- Artistic originality
- Presence and visibility in artistic life and professional contexts
- Productivity
- Artistic research and development
- Awards, stipendiums, etc.
- Artistic assignments demonstrating expertise

4.3.4 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Professor to have administrative experience and experience with developing an organisation. Leadership ability is also of significance.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

4.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting. The documentation presented shall include information about who is in the running for employment as an Adjunct Professor and what specific competence that makes the individual suitable for the position.

The need to hire for the position is presented by the Head of School, or the person he/she designates, to the Vice Chancellor at the Personnel Review Meeting. The Vice Chancellor determines whether recruitment can proceed or not.

4.5 Information about Position

Information about the position of Adjunct Professor need not be submitted.

4.6 Applications

For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications. The applicant shall provide the University with all application documentation.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae
- certification of qualifications
- list of publications
- ten relevant pieces of most referenced work
- summary of pertinent academic, scientific and artistic experience and work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications

Applications that are sent by post shall include three copies of each of the above documents.

Applications that are sent electronically require one copy only.

4.7 Recruitment Procedure

The recruitment of an Adjunct Professor will involve expert evaluations as well as an interview and reference contact. Other types of competence checks may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

4.7.1 Expert Evaluation

Upon employment of an Adjunct Professor, an evaluation will be conducted by external experts brought in to do so. As a guide, Dalarna University requires that the applicant's documentation will be evaluated by at least two external experts in the field.

The AFU decides on which external experts in accordance with the suggestions from the Head of Department or Head of School. Both men and women shall be represented. The external experts shall themselves have the competence of Professor. Exceptions can be made if special reasons exist.

External experts need not be involved if there is clearly no need. This may, for example, be in the case of the applicant being obviously qualified. The AFU decides which applications are to be reviewed by external experts.

The external experts shall be given clear instructions as to which aspects they are to consider for the position in question. The applicant's qualifications are to be evaluated with the employment profile in mind. The evaluation of the external experts will normally be in regard to the academic or artistic merits but can also consider the pedagogical merits if the AFU finds this applicable. An expert for a pedagogical evaluation can also be employed. External experts shall determine whether or not the applicant is qualified.

The members of the AFU are responsible for checking the quality of the external experts' views. The Chairperson of the AFU can also decide whether there is enough documentation for a decision to be made before the views of all external experts have been delivered. As an alternative or complement to the written views of the external experts, the external experts may also provide their opinions orally in conjunction with an AFU meeting.

4.7.2 Trial Lesson

If the position involves teaching, then a trial lesson should be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, the form of a trial lesson that will be used, as based on the requirements for the position.

4.7.3 Interview and References

An interview and references are always to be part of the recruitment process. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted.

4.8 Employment

The Vice Chancellor has the decision on the employment of an Adjunct Professor. The right to make this decision cannot be delegated (Higher Education Ordinance, Chapter 4, Section 13). The decision will be put up on the official Dalarna University announcement board.

5. Employment of Visiting Professors

5.1 Form of Employment

In accordance with the Higher Education Ordinance, Chapter 4, Section 12, a Visiting Professor may be employed for a certain period of time and the employment may be renewed. However, the employment period may not exceed five years.

5.2 Qualifications

For a person to be employed as a Visiting Professor, he/she shall have clear connection with another employer, primarily another institute of higher education. Further, the person shall be a qualified Professor and have specific competence that is of value for the organisation in question.

The same qualification requirements and bases of evaluation apply for Visiting Professors as for Professors.

In accordance with the Higher Education Ordinance, Chapter 4, Section 3, the qualification requirements for employment as Professor besides on artistic basis are as follows:

- Demonstrated academic expertise
- Demonstrated teaching expertise

For Professors on artistic basis, the following qualification requirements apply:

- Demonstrated artistic expertise
- Demonstrated teaching expertise

5.3 Bases of Evaluation

“As bases of evaluation for employment of a professor, the level of such expertise that is a requirement for the applicant to be considered qualified for the position shall apply. Review of pedagogical expertise shall be given as much attention as academic expertise. Beyond this, every university shall itself decide on the bases of evaluation that shall apply upon the employment of a professor.” (Higher Education Ordinance, Chapter 4, Section 3)

Both the above clause from the Higher Education Ordinance and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of a Visiting Professor.

5.3.1 Academic Expertise

Academic expertise shall be demonstrated in the applicant’s own research.

Important in the evaluation are the following:

- Good national and international level as a researcher
- Connection to the research community
- Breadth and depth of research
- The relevance of the research in relation to the employment profile
- Independence and innovation as a researcher
- Comprehensiveness of the research as proven through both nationally and internationally published work and assignments
- Experience of acting as an opponent/member of an examining committee, expert and referee
- Demonstrated ability to attract external funding for research projects

5.3.2 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students’ learning as well as the ability to garner engagement and interest for the subject.
- Supervisory experience in the area of third-cycle level education to the stage of thesis defence.
- Teaching experience at the first-cycle, second-cycle and third-cycle levels.
- Proven teaching skills as demonstrated by way of, for example, course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

5.3.3. Artistic Expertise

Artistic expertise shall be demonstrated through the applicant’s own artistic production.

Important in the evaluation are the following:

- Artistic depth and ability of expression
- Artistic originality
- Presence and visibility in artistic life and professional contexts
- Productivity
- Artistic research and development
- Awards, stipendiums, etc.
- Artistic assignments demonstrating expertise

5.3.4 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Professor to have administrative experience and experience with developing an organisation. Leadership ability is also of significance.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

5.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting. The documentation presented shall include information about who is in the running for employment as a Visiting Professor and what specific competence that makes the individual suitable for the position.

The need to hire for the position is presented by the Head of School, or the person he/she designates, to the Vice Chancellor at the Personnel Review Meeting. The Vice Chancellor determines whether recruitment can proceed or not.

5.5 Information about Position

Information about the employment of a Visiting Professor need not be submitted.

5.6 Application

The applicant shall provide the University with all application documentation.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae
- certification of qualifications
- list of publications
- ten relevant pieces of most referenced work
- summary of pertinent academic, scientific and artistic experience and work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications
- evaluations by external experts that can attest to the applicant's competence as Professor

Applications that are sent by post shall include three copies of each of the above documents.

Applications that are sent electronically require one copy only.

5.7 Recruitment Procedure

The recruitment of a Visiting Professor will involve a structured and serious recruitment process that shall always include an interview and reference contact. Other types of competence checks may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

5.7.1 AFU Review Meeting

Documentation about the recruitment for the position that has been discussed at the Personnel Review Meeting shall, along with the applicant's application documents, be sent to the AFU. For each individual case, the AFU will determine whether further information is required. If another institute of higher education has declared the applicant to be competent at the level of Professor, then normally no further expert evaluation is required.

5.7.2 Trial Lesson

If the position involves teaching, then a trial lesson shall be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, the form of a trial lesson that will be used, as based on the requirements for the position.

5.7.3 Interview and References

An interview and references are always to be part of the recruitment process. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted.

The AFU shall encourage the student representative in the committee to take references for each candidate from the student unions at the institute where each respective candidate was employed.

5.8 Employment

The Vice Chancellor has the decision on the employment of a Visiting Professor. The right to make this decision cannot be delegated (Higher Education Ordinance, Chapter 4, Section 13). The decision will be put up on the official Dalarna University announcement board.

6. Employment of Senior Lecturers

6.1 Form of Employment

The principal rule is that a Senior Lecturer will be employed on a permanent basis. However, employment may be temporary in certain cases. Employment can be temporary in accordance with LAS (Section 5, p. 1-4). This applies to general temporary employment (ALVA), substitute, seasonal work and employees older than 67. Substitutes may only be used to replace employees who are absent from work or to complete assignments that are normally for one or more employees. Substitutes may also be used when a vacant position is waiting to be filled.

If an employee has been hired as a substitute, a temporary employee (ALVA) or a seasonal worker for more than a total of two years over a five-year period, the position becomes permanent. Because of this, it is of utmost importance that the processing of temporary employment positions is carried out with due care, just as in the cases of recruitment for other types of positions.

6.2 Qualifications

In accordance with the Higher Education Ordinance, Chapter 4, Section 4, the qualification requirements for employment as Senior Lecturer besides on artistic basis are as follows:

- Demonstrated teaching expertise
- Doctoral degree, or equivalent academic competence, or other professional expertise that is of significance with regards to the subject content of the position and the work duties that form part of the position.

In accordance with the Higher Education Ordinance, Chapter 4, Section 4, for Professors on artistic basis, the following qualification requirements apply:

- Demonstrated teaching expertise
- Artistic doctoral degree, or equivalent artistic competence, or other professional expertise that is of significance with regards to the subject content of the position and the work duties that form part of the position.

Other professional expertise relates to relevant professional expertise gained outside of a university. Other professional expertise can be of primary importance as a basis of evaluation in the employment to a position where the individual in the position is to teach in a professional career programme where proven experience is essential.

6.3 Bases of Evaluation

“As bases of evaluation for employment of a Senior Lecturer, the level of such expertise that is a requirement for the applicant to be considered qualified for the position shall apply. Review of pedagogical expertise shall be given as much attention as other bases for employment [...]. Beyond this, every university shall itself decide on the bases of evaluation that shall apply upon the employment of a senior lecturer.” (Higher Education Ordinance, Chapter 4, Section 4)

Both the above clause from the Higher Education Ordinance and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of a Senior Lecturer.

6.3.1 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students’ learning as well as the ability to garner engagement and interest for the subject.
- Experience of teaching at different levels.
- Experience as a supervisor of essays or theses.
- Proven teaching skills as demonstrated by way, for example, of course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

6.3.2 Academic Expertise

Academic expertise shall be demonstrated in the applicant’s own research.

Important in the evaluation are the following:

- Breadth and depth of research
- The relevance of the research in relation to the employment profile
- Independence and innovation as a researcher
- Comprehensiveness of the research as proven through both nationally and internationally published work and assignments
- Applicant or co-applicant in national and international competitions for research funding

6.3.3 Artistic Expertise

Artistic expertise shall be demonstrated through the applicant’s own artistic production.

Important in the evaluation are the following:

- Artistic depth and ability of expression
- Artistic originality
- Presence and visibility in artistic life and professional contexts
- Productivity
- Artistic research and development
- Awards, stipendiums, etc.
- Artistic assignments demonstrating expertise

6.3.4 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Senior Lecturer to have administrative experience and experience with developing an organisation. Leadership ability is also of significance.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

6.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

In normal cases, the employment profile is included in the documentation. The employment profile is formulated as based on the University's vision and strategy, the current needs of the School and the description of the position. The employment profile shall include the subject area, a description of the subject, work duties, necessary qualifications including those based on the Higher Education Ordinance, other necessary skills, experience and personal qualities. Qualifications that are deemed necessary shall be well-motivated based on the position and the needs of the organisation. A Human Resources Officer is consulted before the decision is signed. The Human Resources Officer also provides support in the drawing up of the employment profile. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not. Upon approval, the Vice Chancellor finalizes the preliminary employment profile.

To conclude, the advertisement is finalized by way of a decision of the Chairperson (or Dean) in the AFU, in consultation with the Head of School.

6.5 Information about Position

The position will be advertised according to 2.1 Information about Position. The application period for a Senior Lecturer shall, in normal cases, be no shorter than three weeks.

6.6 Application

For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications. The applicant shall provide the University with all application documentation within the prescribed time. The application period is given in the advertisement. Late applications may be considered if there is special reason: for example, if the applicant can provide an acceptable explanation for the delay or if the applicant, who submitted his/her application too late, is clearly more qualified than the other applicants. The Dean will decide whether or not any late applications can be considered.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae
- certification of qualifications
- list of publications
- five relevant pieces of most referenced work
- summary of pertinent academic, scientific and artistic experience and work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications

Applications that are sent by post shall include three copies of each of the above documents. Applications that are sent electronically require one copy only.²

6.7 Recruitment Procedure

The recruitment of a Senior Lecturer will involve expert evaluations as well as a structured and serious recruitment process that shall always include an interview and reference contact. Another recruitment step that will normally be implemented is a trial lesson. Other types of selection methods may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

6.7.1 Expert Evaluation

Upon employment of a Senior Lecturer on a permanent basis, an evaluation will be conducted by external experts brought in to do so. The applicant's documentation will be evaluated by at least two external experts in the field.

The AFU decides on which external experts in accordance with the suggestions from the Head of Department or Head of School. Both men and women shall be represented. The external experts shall themselves have at least the competence level of Associate Professor (Docent). Exceptions can be made if special reasons exist.

External experts need not be involved if there is clearly no need. This may, for example, be in the case of the applicant being obviously qualified and there being one applicant only or few applicants, the differences between whom are great.

The AFU decides which applications are to be reviewed by external experts.

The external experts shall be given clear instructions as to which aspects they are to consider for the position in question. The applicant's qualifications are to be evaluated with the employment profile in mind. The evaluation of the external experts will normally be in regard to the academic or artistic merits but can also consider the pedagogical merits if the AFU finds this applicable. An expert for a pedagogical evaluation can also be employed. External experts shall categorise the applications in the following ways: Not Qualified, Qualified, and Qualified and Good Match with the employment profile.

The members of the AFU are responsible for checking the quality of the external experts' views. The Chairperson of the AFU can also decide whether there is enough documentation for a decision to be made before the views of all external experts have been delivered. As an alternative or complement to the written views of the external experts, the external experts may also provide their opinions orally in conjunction with an AFU meeting.

6.7.2 Trial Lesson

² Upon the recruitment of a Senior Lecturer on a temporary contract, no expert evaluation is required. Consequently, one copy of all documentation is all that is required even if submitted by post.

The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, the form of a trial lesson that will be used, as based on the employment requirements.

6.7.3 Interview and References

An interview and references are always to be part of the recruitment process. Selection for interview is made based on an evaluation as to which of the applicants best meets the professional demands outlined in the employment profile. If there is more than one qualified candidate, at least two will be called to an interview. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted.

The AFU shall encourage the student representative in the committee to take references for each candidate from the student unions at the institute where each respective candidate was employed.

6.8 Employment

The AFU proposes that the Vice Chancellor employ the applicant that is found to be best qualified for the position as Senior Lecturer. If the AFU finds there to be reason for it, a ranking order of applicants can be put to the Vice Chancellor. The proposal shall be based on all documentation, such as the views of the external experts, results from the interview, trial lesson and references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

The Vice Chancellor has the decision on the employment of a Senior Lecturer. The decision will include instructions on how to appeal (see 6.9). All applicants are to receive written information about the decision immediately after the decision has been made. Those individuals who were called to an interview will be contacted by telephone before receiving the written decision. The decision will be put up on the official Dalarna University announcement board.

6.9 Appeals

The individual that the decision concerns may appeal. The appeal shall be made in writing to Högskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

7. Employment of Associate Senior Lecturer

7.1 Form of Employment

An Associate Senior Lecturer can be employed on a permanent contract, but at the most four years. The reason for this is so that he/she has the opportunity to develop his/her independence as a researcher and gain the credentials that are necessary for him/her to qualify for another teaching position where there are higher demands in terms of qualifications. The position can be renewed if further time is required for the individual in question to do so because of sickness, parental leave or other special circumstances. However, the maximum period of employment is six years.

In general, employment protection legislation (1982:80) applies.

7.2 Qualifications

In accordance with the first paragraph, a person is qualified for employment if that person has completed a doctoral degree or has acquired equivalent academic and scientific competence. First to be considered is the applicant who has completed his/her doctoral degree or who has acquired equivalent competence within the seven years prior to the deadline for applications. (Higher Education Ordinance, Chapter 4, Section 12a)
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7.3 Bases of Evaluation

As the bases of evaluation in the case of employment of a teacher that requires a doctoral degree, the level of such expertise that is a requirement for qualification will apply. The applicant shall also be personally suitable for the position.

Both the above paragraph and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of an Associate Senior Lecturer.

7.3.1 Academic Expertise

Important in the evaluation are the following:

- Ongoing scientific publications since completion of the doctorate
- The relevance of the research in relation to the employment profile
- Demonstrated innovation in research

7.3.2 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students' learning as well as the ability to garner engagement and interest for the subject.
- Experience of teaching at the college and university level.
- Experience as a supervisor of essays or theses.
- Proven teaching skills as demonstrated by way of, for example, course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

7.3.3 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Associate Senior Lecturer to have administrative experience and experience with developing an organisation. Leadership ability is also of significance.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

7.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

In normal cases, the employment profile is included in the documentation. The employment profile is formulated as based on the University's vision and strategy, the current needs of the School and the description of the position. The employment profile shall include the subject area, a description of the subject, work duties, necessary qualifications including those based on the Higher Education Ordinance, other necessary skills, experience and personal qualities. Qualifications that are deemed necessary shall be well-motivated based on the position and the needs of the organisation. A Human Resources Officer is consulted before the decision is signed. The Human Resources Officer also provides support in the drawing up of the employment profile. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not. Upon approval, the Vice Chancellor finalizes the preliminary employment profile.

To conclude, the advertisement is finalized by way of a decision of the Chairperson (or Dean) in the AFU, in consultation with the Head of School.

7.5 Information about Position

The position will be advertised according to 2.1 Information about Position. The application period for an Associate Senior Lecturer shall, in normal cases, be no shorter than three weeks.

7.6 Application

For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications. The applicant shall provide the University with all application documentation within the prescribed time. The application period is given in the advertisement. Late applications may be considered if there is special reason: for example, if the applicant can provide an acceptable explanation for the delay or if the applicant, who submitted his/her application too late, is clearly more qualified than the other applicants. The Dean will decide whether or not any late applications can be considered.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae
- certification of qualifications
- list of publications
- five relevant pieces of most referenced work
- summary of pertinent academic and scientific work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications

Applications that are sent by post shall include three copies of each of the above documents.

Applications that are sent electronically require one copy only.

7.7 Recruitment Procedure

The recruitment of an Associate Senior Lecturer will involve expert evaluations as well as a structured and serious recruitment process that shall always include an interview and reference contact. Other types of selection methods may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

7.7.1 Expert Evaluation

Upon employment of an Associate Senior Lecturer, an evaluation will be conducted by external experts brought in to do so. The applicant's documentation will be evaluated by two external experts in the field.

The AFU decides on which external experts in accordance with the suggestions from the Head of Department or Head of School. Both men and women shall be represented in those cases where two or more external experts are required. The external experts shall themselves have at least the competence

level of Associate Professor (Docent) within the relevant field and shall not be Dalarna University employees. Exceptions can be made if special reasons exist.

External experts need not be involved if there is clearly no need. This may, for example, be in the case of the applicant being obviously qualified and there being one applicant only or few applicants, the differences between whom are great.

The AFU decides which applications are to be reviewed by external experts.

The external experts shall be given clear instructions as to which aspects they are to consider for the position in question. The applicant's qualifications are to be evaluated with the employment profile in mind. The evaluation of the external experts will normally be in regard to the academic or artistic merits but can also consider the pedagogical merits if the AFU finds this applicable. An expert for a pedagogical evaluation can also be employed. External experts shall categorise the applications in the following ways: Not Qualified, Qualified, and Qualified and Good Match with the employment profile.

The members of the AFU are responsible for checking the quality of the external experts' views. The Chairperson of the AFU can also decide whether there is enough documentation for a decision to be made before the views of all external experts have been delivered. As an alternative or complement to the written views of the external experts, the external experts may also provide their opinions orally in conjunction with an AFU meeting.

7.7.2 Interview and References

An interview and references are always to be part of the recruitment process. Selection for interview is made based on an evaluation as to which of the applicants best meets the professional demands outlined in the employment profile. If there is more than one qualified candidate, at least two will be called to an interview. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted.

The AFU shall encourage the student representative in the committee to take references for each candidate from the student unions at the institute where each respective candidate was employed.

7.8 Employment

The AFU proposes that the Vice Chancellor employ the applicant that is found to be best qualified for the position as Associate Senior Lecturer. If the AFU finds there to be reason for it, a ranking order of applicants can be put to the Vice Chancellor. The proposal shall be based on all documentation, such as the views of the external experts, results from the interview, test lectures as well as references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

The Vice Chancellor has the decision on the employment of a Professor. The decision will include instructions on how to appeal (see 7.9). All applicants are to receive written information about the decision immediately after the decision has been made. Those individuals who were called to an interview will be contacted by telephone before receiving the written decision. The decision will be put up on the official Dalarna University announcement board.

7.9 Appeals

The individual that the decision concerns may appeal. The appeal shall be made in writing to Högskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

8. Employment of Postdoctoral Scholar

8.1 Form of Employment

A temporary position as Postdoctoral Scholar is in accordance with the central collective agreement dated 2008-09-04 between Arbetsgivarverket and Saco-S, OFR/S and SEKO.

Employment is permanent up to a maximum of two years but can be extended in special circumstances. A new position can also be in accordance with LAS, Section 5, p 2 for up to two years maximum.

Employment referred to is full-time.

8.2 Qualifications

The qualifications required for a Postdoctoral Scholar are:

- Doctoral degree completed within three years prior to application deadline

Such circumstances as parental leave can be considered to be special reasons to consider an applicant who may have completed his/her doctoral degree before the specified time above.

8.3 Bases of Evaluation

As the bases of evaluation in the case of employment that requires a doctoral degree, the level of such expertise that is a requirement for qualification will apply. The applicant shall also be personally suitable for the position.

8.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

In normal cases, the employment profile is included in the documentation. The employment profile is formulated as based on the University's vision and strategy, the current needs of the School and the description of the position. The employment profile shall include the subject area, a description of the subject, work duties, necessary qualifications including those based on the Higher Education Ordinance, other necessary skills, experience and personal qualities. Qualifications that are deemed necessary shall be well-motivated based on the position and the needs of the organisation. A Human Resources Officer is consulted before the decision is signed. The Human Resources Officer also provides support in the drawing up of the employment profile. The Head of School, or person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not. Upon approval, the Vice Chancellor finalizes the preliminary employment profile.

To conclude, the advertisement is finalized by way of a decision of the Chairperson (or Dean) in the AFU, in consultation with the Head of School.

8.5 Information about Position

The position will be advertised according to 2.1 Information about Position. The application period for a Postdoctoral Scholar shall, in normal cases, be no shorter than three weeks.

8.6 Application

For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications. The applicant shall provide the University with all application documentation within the prescribed time. The application period is given in the advertisement. Late applications may be considered if there is special reason: for example, if the applicant can provide an acceptable explanation for the delay or if the applicant, who submitted his/her application too late, is clearly more qualified than the other applicants. The Dean will decide whether or not any late applications can be considered.

An application with a file number (*diarienummer*) shall include:

- a curriculum vitae

- certification of qualifications
- list of publications
- five relevant pieces of most referenced work
- summary of pertinent academic, scientific and artistic work
- references
- teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications

Applications that are sent by post shall include three copies of each of the above documents. Applications that are sent electronically require one copy only.

8.7 Recruitment Procedure

The recruitment of a Postdoctoral Scholar will involve expert evaluations as well as a structured and serious recruitment process that shall always include an interview and reference contact. Other types of selection methods may be used. The relevant Head of School, or the person he/she designates, selects, in consultation with the AFU, suitable selection methods as based on the employment requirements.

8.7.1 Expert Evaluations

Upon employment of a Postdoctoral Scholar, an evaluation will be conducted by external experts brought in to do so. The applicant's documentation will be evaluated by one expert in the field.

The AFU decides on which expert in accordance with the suggestions from the Head of Department or Head of School. The expert shall him-/herself have at least the competence level of Associate Professor (Docent) within the relevant field and cannot be a Dalarna University employee. Exceptions to the competence requirements can be made if special reasons exist.

External experts need not be involved if there is clearly no need. This may, for example, be in the case of the applicant being obviously qualified and there being one applicant only or few applicants, the differences between whom are great.

The AFU decides which applications are to be reviewed by an expert.

The expert shall be given clear instructions as to which aspects he/she is to consider for the position in question. The applicant's qualifications are to be evaluated with the employment profile in mind. The evaluation of the expert will normally be in regard to the academic or artistic merits but can also consider the pedagogical merits if the AFU finds this applicable. An expert for a pedagogical evaluation can also be employed.

The members of the AFU are responsible for checking the quality of the expert's views. The Chairperson of the AFU can also decide whether there is enough documentation for a decision to be made in the event that the views of the expert have not been delivered. External experts shall categorise the applications in the following ways: Not Qualified, Qualified, and Qualified and Good Match with the employment profile.

As an alternative or complement to the written views of the expert, the expert may also provide his/her opinions orally in conjunction with an AFU meeting.

8.7.2 Interview and References

An interview and references are always to be part of the recruitment process. Selection for interview is made based on an evaluation as to which of the applicants best meets the professional demands outlined in the employment profile. If there is more than one qualified candidate, at least two will be called to an interview. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted. Interview and reference questions shall be based on the employment profile.

8.8 Employment

The AFU proposes that the Vice Chancellor employ the applicant that is found to be best qualified for the position as Postdoctoral Scholar. If the AFU finds there to be reason for it, a ranking order of applicants can be put to the Vice Chancellor. The proposal shall be based on all documentation, such as the views of the external experts, results from the interview, test lectures as well as references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

The Vice Chancellor has the decision on the employment of a Postdoctoral Scholar. The decision will include instructions on how to appeal (see 8.9). All applicants are to receive written information about the decision immediately after the decision has been made. Those individuals who were called to an interview will be contacted by telephone before receiving the written decision. The decision will be put up on the official Dalarna University announcement board.

8.9 Appeals

The individual that the decision concerns may appeal. The appeal shall be made in writing to Högskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

9. Employment of Lecturer

9.1 Form of Employment

The principal rule is that a Lecturer will be employed on a permanent basis. However, employment may be temporary in certain cases. Employment can be temporary in accordance with LAS (Section 5, p. 1-4). This applies to general temporary employment (ALVA), substitute, seasonal work and employees older than 67. Substitutes may only be used to replace employees who are absent from work or to complete assignments that are normally for one or more employees. Substitutes may also be used when a vacant position is waiting to be filled.

If an employee is hired as a substitute, a temporary employee (ALVA) or a seasonal worker for more than a total of two years over a five-year period, the position becomes permanent. Because of this, it is of utmost importance that the processing of temporary employment positions is carried out with due care, just as in the cases of recruitment for other types of positions.

9.2 Qualifications

The qualification requirements for employment as Lecturer are as follows:

- Demonstrated teaching expertise
- Master's degree, or adequate academic professional education or other professional expertise that is of significance with regards to the subject content of the position and the work duties that form the position.

9.3 Bases of Evaluation

As bases of evaluation for employment of a teacher, the level of such expertise that is a requirement for qualification will apply. The applicant shall also be personally suitable for the position.

Both the above paragraph and the rules as described in 1.3 apply.

Dalarna University has determined that the following bases of evaluation are to apply upon the employment of a Lecturer.

9.3.1 Teaching Expertise

Dalarna University aims to be the leader in the field of pedagogical innovation. Consequently, it places particular importance on teaching expertise.

Important in the evaluation are the following:

- Ability to create the necessary conditions for students' learning as well as the ability to garner engagement and interest for the subject.
- Experience of teaching the subject in question.
- Experience of different forms of instruction and the ability to adapt instruction according to group and group size.
- Proven teaching skills as demonstrated by way, for example, of course development (such as planning), teaching experience, examination experience and evaluations that helped in the development of the course, programme and department.
- *Högskolepedagogisk utbildning* (Teaching and Learning in Higher Education qualification): in particular, courses that are equivalent to the recommendations of SUHF.
- Other experience of merit within the field of education, such as pedagogical development projects and production of teaching material.

It is important that any applicant who lacks an education in teaching at the higher education level upon being employed is given the opportunity as soon as possible to acquire this.

9.3.2 Suitability

An assessment of suitability takes into account the applicant's experience, skills and personal qualities that are required for the position. These shall be provided in the employment profile.

Collaborating within society and providing information about the University form part of the mission of Dalarna University. As such, skills in these areas, depending on the employment profile, are also bases of evaluation.

It is of merit for an applicant to a position of Lecturer to have administrative experience and experience with developing an organisation. Leadership ability is also of significance depending on the employment profile.

The personal qualities that are often required for the applicant to perform well in the position are the ability to collaborate with others, administrative skills, the ability to take the initiative and the ability to take responsibility.

9.4 Initiation of Recruitment Process

A recruitment process is often initiated by a group from the subject, a subject representative or a Faculty Director. The Head of School is responsible for ensuring that a recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

In normal cases, the employment profile is included in the documentation. The employment profile is formulated as based on the University's vision and strategy, the current needs of the School and the description of the position. The employment profile shall include the subject area, a description of the subject, work duties, necessary qualifications including those based on the Higher Education Ordinance, other necessary skills, experience and personal qualities. Qualifications that are deemed necessary shall be well-motivated based on the position and the needs of the organisation. A Human Resources Officer is consulted before the decision is signed. The Human Resources Officer also provides support in the drawing up of the employment profile. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not. Upon approval, the Vice Chancellor finalizes the preliminary employment profile.

To conclude, the advertisement is finalized by way of a decision by the Head of School or the person he/she designates.

9.5 Information about Position

The position will be advertised according to 2.1 Information about Position. The application period for a Lecturer shall, in normal cases, be no shorter than three weeks.

9.6 Application

The application with the indicated reference number shall contain a curriculum vitae and certificates showing qualifications as well as references. Teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications.

9.7 Recruitment Procedure

The recruitment of a Lecturer will involve expert evaluations as well as a structured and serious recruitment process that shall always include an interview and reference contact. Other types of selection methods may be used. The relevant Head of School, or the person he/she designates, selects, chooses other selection methods beyond the interview and references. based on the employment requirements.

9.7.1 Interview and References

An interview and references are always to be part of the recruitment process. Selection for interview is made based on an evaluation as to which of the applicants best meets the professional demands outlined in the employment profile. If there is more than one qualified candidate, at least two will be called to an interview. The relevant Head of School, or the person he/she designates, ensures that an interview takes place and that references are contacted. Interview and reference questions shall be based on the employment profile.

9.8 Employment

The Head of School, or the person he/she designates, proposes that the Vice Chancellor employ the applicant that is found to be best qualified for the position as Lecturer. The proposal shall be based on all documentation, such as the results from the interviews as well as references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School, or the person he/she designates, and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

The Vice Chancellor has the decision on the employment of a Lecturer. The decision will include instructions on how to appeal (see 9.9). All applicants are to receive written information about the decision immediately after the decision has been made. Those individuals who were called to an interview will be contacted by telephone before receiving the written decision. The decision will be put up on the official Dalarna University announcement board.

9.9 Appeals

The individual that the decision concerns may appeal. The appeal shall be made in writing to Högskolan Dalarna, Registrator, 791 88 FALUN. The reason for the appeal, the aim of the appeal and the file number of the decision shall be provided. The appeal shall have been received by the University within three weeks from the day the decision was made and presented on the University's official announcement board.

10. Employment of Adjunct Teaching Staff

10.1 Form of Employment

Employment of Adjunct Teaching Staff (not an Adjunct Professor, see 4) is regulated by a collective agreement (dated December 14, 2011) concerning temporary employment of Adjunct Teaching Staff. The purpose of Adjunct Teaching Staff is to provide the University with competence that normally would not exist within the organisation and to benefit the University and society at-large with a mutual exchange of knowledge and skills.

Only an individual who has his/her main operations outside the university world can be employed on an adjunct basis. The contract will state that the breadth of the position will be based on the demands of the organisation. The normal percentage of employment is 20% of a full-time position. In certain

cases, a higher percentage may be required; however, the percentage of employment may not exceed 49%.

Adjunct Teaching Staff may be employed on a permanent basis, although for two years maximum. The position may be renewed if there is continued need.

10.2 Qualifications

The qualifications required for employment as Adjunct Senior Lecturer are the same as those for Senior Lecturer (see 6). An Adjunct Senior Lecturer does not normally require expert evaluations but a review of qualifications shall always take place. The AFU is responsible for this.

Qualifications for employment as an Adjunct Lecturer are the same as for a Lecturer (see 9). The respective Head of School is responsible for ensuring that a review of qualifications takes place.

10.3 Special Process

Before any decision is made as to the employment of Adjunct Teaching Staff, the employer will assess the extent of future adjunct positions. The assessment will be presented to the employer organisations concerned within the framework for the local negotiation procedure in accordance with the *Medbestämmandelagen* or the local collective agreement concerning collaboration that is in place at the educational institute. The employer shall also review the outcome of employment according to this agreement. This shall be presented on an annual basis and shall encompass the past year of operation.

10.4 Initiation of Recruitment Process

The Head of School is responsible for ensuring that the recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

A Human Resources Officer is consulted before the decision is written. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not.

10.5 Information about Position

Information about the position of Adjunct Teaching Staff need not be submitted.

10.6 Employment

Upon employment of an Adjunct Senior Lecturer, the AFU proposes that the Vice Chancellor employs the proposed candidate after review. The proposal shall be based on review of the candidate's qualifications as well as documentation from interviews and references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

11. Employment of Visiting Lecturers

To be employed as a Visiting Lecturer, the applicant shall have specific competence that is valuable for the position. The person shall have his/her primary employment at another Swedish university or a foreign university, or equivalent. The purpose of employing a Visiting Lecturer is to temporarily secure a closer contact with a person from another institute of higher education so as to bring in new competence and to create the opportunity for new pedagogical, academic or artistic ideas.

A Visiting Lecturer shall be termed Visiting Senior Lecturer or Visiting Lecturer depending on the formal qualifications of the person in question.

11.1 Form of Employment

Employment as a Visiting Lecturer will be permanent up to a maximum of two years. The position is time-limited in accordance with LAS, general temporary employment (LAS, Section 5, p 1) or

employment after the age of 67 (LAS, Section 5, p 4). Employment as a Visiting Lecturer cannot be extended after two years.

11.2 Qualifications

The qualifications for employment as a Visiting Lecturer are the same as for Senior Lecturer. Visiting Lecturers normally do not require expert evaluation; however, review of qualifications shall always take place. The AFU is responsible for this.

The qualifications for employment as a Visiting Lecturer is the same as for Lecturer. The respective Head of School is responsible for ensuring that a review of qualifications takes place.

11.3 Initiation of Employment

The Head of School is responsible for ensuring that the recruitment need within the School is formulated in a written decision that is submitted to the Personnel Review Meeting.

A Human Resources Officer is consulted before the decision is written. The Head of School, or the person he/she designates, presents the recruitment need to the Vice Chancellor during the Personnel Review Meeting. The Vice Chancellor decides if the process to recruit will go ahead or not.

11.4 Information about Position

Information about the position of Visiting Lecturer need not be submitted.

11.5 Employment

Upon employment of a Visiting Lecturer, the AFU proposes that the Vice Chancellor employs the candidate. The proposal shall be based on a review of the candidate's qualifications as a Visiting Lecturer and a review of the need for the competence that the candidate possesses as well as of the documentation from interviews and references.

Upon employment of a Visiting Lecturer, the Head of School, or the person he/she designates, proposes that the Vice Chancellor employ the candidate. The proposal shall be based on a review of the candidate's qualifications as a Visiting Lecturer and a review of the need for the competence that the candidate possesses as well as of the documentation from the interviews and references.

Before the Vice Chancellor makes his/her decision as to employment, the Head of School and the applicant being offered the position shall agree on wage and terms of employment. Prior to this, there shall be consultation with the Human Resources Department.

12. Promotion of Senior Lecturer to Professor

The University takes a positive position on professional development of its staff, which is why there is opportunity for promotion at the institute.

12.1 Qualifications

A Senior Lecturer who has a permanent contract at the University can apply for promotion to Professor if he/she has the necessary qualifications for the post of Professor and that he/she has completed the *Högskoleutbildning*, 15 credits or another pedagogical course or equivalent prior learning. See "*Regler för bedömning av högskolepedagogisk utbildning och motsvarande kunskaper*" ([link](#)).

In those cases where the applicant has already reached the level of either a *meriterad lärare* or *excellent lärare*, no further review of teaching expertise is required in the cases of promotion.

Other staff on a permanent contract at the University can, in special cases, be promoted on the condition that they fulfill the qualification requirements.

The designation of the position (subject and specialization) of Professor shall in normal cases be the same as for the position of Senior Lecturer.

12.2 Initiation

The Head of School is responsible for the formulation of the documentation for the Personnel Review Meeting and for presenting this to the Vice Chancellor in the Personnel Review Meeting. The Vice Chancellor determines at the meeting whether the application will proceed to a review of qualifications. Upon decision of review for promotion, consideration shall be given to the needs of the organization from the perspective of competence requirements.

If the application is not considered for review, a written decision will be drawn up, where the reasons for the decision are provided. The decision cannot be appealed.

12.3 Application

If the Vice Chancellor approves a review for the purposes of promotion to Professor, the applicant shall send his/her documentation to the Registrar. For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications.

The application shall include the following:

- Curriculum vitae and list of publications
- Employment contract
- The scientific works that the applicant wishes to cite
- Summary of academic, scientific or artistic work
- Teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications
- Certification showing the completion of *Högskoleutbildning*, 15 credits or decision about the validation of another pedagogical course or of prior learning
- Certification showing supervision of courses at the research level (for example, LADOK excerpt)
- Any expert reviews if such already exist

Applications that are sent by post shall include three copies of each of the above documents.

Applications that are sent electronically require one copy only.

Applicants who have been evaluated as being *meriterad lärare* or *excellent lärare* are to include certification of this and are not required to submit further documentation for review of teaching expertise.

12.4 Promotion Process

The AFU prepares the application for promotion to Professor. Review is conducted on the same bases of evaluation as with the employment of a Professor. At least two external experts will review the application in the same way as with the employment of a Professor.

12.5 Decision

Decisions about promotion to Professor are taken by the Vice Chancellor upon proposal from the AFU. This is also the case with decisions on whether or not to proceed with the promotion. If the promotion is not to proceed, the decision must include the reasons so that the applicant receives documentation that allows him/her to establish what he/she requires before making a future application.

12.6 Appeals

The Vice Chancellor's decision not to review the application and not to proceed with or approve the promotion cannot be appealed.

13. Promotion of Associate Senior Lecturer to Senior Lecturer

The University takes a positive position on professional development of its staff, which is why there is opportunity for promotion at the institute.

13.1 Qualifications

An Associate Senior Lecturer at the University can apply for promotion to Senior Lecturer if he/she has the necessary qualifications for the post and if he/she has completed the *Högskoleutbildning*, 15 credits or another pedagogical course or equivalent prior learning. See "*Regler för bedömning av högskolepedagogisk utbildning och motsvarande kunskaper*" (link).

In those cases where the applicant has already reached the level of either a *meriterad lärare* or *excellent lärare*, no further review of teaching expertise is required in the cases of promotion.

The designation of the position (subject and specialization) of Senior Lecturer shall in normal cases be the same as for the position of Associate Senior Lecturer.

13.2 Initiation

The Head of School is responsible for the formulation of the documentation for the Personnel Review Meeting and for presenting this to the Vice Chancellor in the Personnel Review Meeting. The Vice Chancellor determines at the meeting whether the application will proceed to a review of qualifications.

After the Personnel Review Meeting, the applicant submits his/her application for promotion from Associate Senior Lecturer to Senior Lecturer.

13.3 Application

The applicant shall send his/her documentation to the Registrar. For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications.

The application shall include the following:

- Employment contract
- Teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications
- Certification showing the completion of *Högskoleutbildning*, or decision about the validation of another pedagogical course or of prior learning

One copy of each of the above is to be submitted.

Applicants who have been evaluated as being *meriterad lärare* or *excellent lärare* are to include certification of this and are not required to submit further documentation for review of teaching expertise.

13.4 Promotion Process

The AFU prepares the application for promotion to Senior Lecturer and determines whether expert review is required. Review is conducted on the same bases of evaluation as given under 13.1 and as with the bases of evaluation that apply for the employment of a Senior Lecturer.

13.5 Decision

Decisions about promotion to Senior Lecturer are taken by the Vice Chancellor upon proposal from the AFU. This is also the case with decisions on whether or not to proceed with the promotion. If the promotion is not to proceed, the decision must include the reasons so that the applicant receives documentation that allows him/her to establish what he/she requires before making a future application.

13.6 Appeals

The Vice Chancellor's decision not to review the application and not to proceed with or approve the promotion cannot be appealed.

14. Promotion from Lecturer to Senior Lecturer

The University takes a positive position on professional development of its staff, which is why there is opportunity for promotion at the institute.

14.1 Qualifications

A Lecturer who has a permanent contract at the University can apply for promotion to Senior Lecturer if he/she has the necessary qualifications for the post of Lecturer and if he/she has completed the *Högskoleutbildning*, 15 credits or another pedagogical course or equivalent prior learning. See "*Regler för bedömning av högskolepedagogisk utbildning och motsvarande kunskaper*" (link).

In those cases where the applicant has already reached the level of either a *meriterad lärare* or *excellent lärare*, no further review of teaching expertise is required in the cases of promotion.

Other staff on a permanent contract at the University can, in special cases, be promoted on the condition that they fulfill the qualification requirements.

The designation of the position (subject and specialization) of Senior Lecturer shall in normal cases be the same as for the position of Lecturer.

14.2 Initiation

The promotion is initiated upon the submission of the application by the applicant.

In the case that the matter concerns an employee on a permanent contract who is not a Lecturer, then the Head of School is responsible for the formulation of the documentation for the Personnel Review Meeting and for presenting this to the Vice Chancellor in the Personnel Review Meeting. The Vice Chancellor determines at the meeting whether the application will proceed to a review of qualifications.

14.3 Application

The applicant shall send his/her documentation to the Registrar. For the University to conduct a quality review, the applicant shall submit comprehensive, systematic documentation of requested merits and qualifications.

The application shall include the following:

- Curriculum vitae and list of publications
- Employment contract
- The scientific works that the applicant wishes to cite
- Doctoral Degree
- Summary of academic, scientific or artistic work
- Teaching merits shall be presented in accordance with the template that can be found on the Dalarna University website: www.du.se/educational-qualifications
- Certification showing the completion of *Högskoleutbildning*, 15 credits or decision about the validation of another pedagogical course or of prior learning
- Any expert reviews if such already exist

One copy of each of the above is to be submitted.

Applicants who have been evaluated as being *meriterad lärare* or *excellent lärare* are to include certification of this and are not required to submit further documentation for review of teaching expertise.

14.4 Promotion Process

The AFU prepares the application for promotion to Senior Lecturer and determines whether expert review is required. Review is conducted on the same bases of evaluation as given under 14.1 and as with the bases of evaluation that apply for the employment of a Senior Lecturer.

14.5 Decision

Decisions about promotion to Senior Lecturer are taken by the Vice Chancellor upon proposal from the AFU. This is also the case with decisions on whether or not to proceed with the promotion. If the promotion is not to proceed, the decision must include the reasons so that the applicant receives documentation that allows him/her to establish what he/she requires before making a future application.

14.6 Appeals

The Vice Chancellor's decision not to review the application and not to proceed with or approve the promotion cannot be appealed.