



Skandinavien's nordligaste tekniska universitet  
**Forskning & utbildning i världsklass**

# **Guidelines for recruitment of teachers**

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**Guidelines**

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**2022-05-02**

**Decision maker**

**The Vice-Chancellor**



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## Guidelines for preparation and decisions regarding the recruitment of teachers and assessments of qualifications for promotion

This document supplements the Appointments Procedure at Luleå University of Technology adopted by the University Board on 20 January 2022. It comprises preparation, procedures and practical application of the Appointment Procedure in connection with the recruitment of teachers to the University and the assessments of qualifications for promotion. It also describes the duties and composition of the appointments boards. The HR unit is responsible for ensuring that the Appointments Procedure and Guidelines for Recruitment of Teachers are reviewed and revised on a regular basis; normally every three years or when required.

### 1 General procedures for the recruitment of teachers

#### 1.1 Initiating the recruitment of teachers

The recruitment of teachers is initiated by the head of department. The head of department has the primary responsibility for carrying out the recruitment of teachers. Information is submitted to the trade unions to be processed in local collaboration. The responsibility of the department for the preparation is first and foremost at the beginning and at the end of the recruitment process and when the recruitment work is completed. At this point, the introduction of the new employee begins.

#### 1.2 Recruitment groups

Upon a recruitment of a professor or a professor/head of subject, the head of department submits a proposal for a recruitment group. Upon the recruitment of a professor/head of subject, the Vice-Chancellor proposes a Vice-Chancellor representative to the recruitment group. The HR specialist prepares the proposal prior to the decision by the head of HR. The composition of the recruitment group is specified in the Appointments Procedure. Upon recruitments of associate professors, senior lecturers or associate senior lecturers, a recruitment group is to be approved by the head of department.

#### 1.3 Appointment profiles

The appointment profile in writing is the starting point for the recruitment of teachers, with the exception of postdoctoral fellows and researchers for whom the starting point is the advertisement. The content of the appointment profile must be based on the University's Appointments Procedure and the subject description adopted by the relevant faculty. The profile must also specify duties, qualification requirements and assessment criteria. In designing the profile, it is important to consider gender equality and diversity. For associate senior lecturers, the length of the employment as well as the assessment criteria for promotion to senior lecturer must be specified in the profile. Normally, the employment period is four years, and, if there are special reasons, maximum six years. Templates for appointment profiles for the different teacher categories are available on the staff website and must always be used.

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When recruiting a professor or a professor/head of subject, the recruitment group proposes an appointment profile. The HR specialist presents the matter to the relevant dean who thereafter proposes to the Vice-Chancellor to adopt the appointment profile. The Vice-Chancellor adopts the appointment profile for associate professors and adjunct professors upon a proposal by the head of department. The head of department adopts the appointment profile for senior lecturers and associate senior lecturers.

## 1.4 Advertising

All vacant positions must be advertised in an appropriate manner (the Employment Ordinance, section 6), with the exception of

- a nomination of a person for an appointment as a professor (the Higher Education Ordinance, chapter 4, section 7)
- the right of priority for staff reemployment and redeployment

The appointment profile is always fundamental to the advertisement. The HR unit is responsible for ensuring that the profile content and advertisement content do not differ from each other.

Normally, advertising must be in both Swedish and English. The recruitment group is responsible for ensuring that the advertisement is conveyed in appropriate external channels and networks. The advertisement must always be posted on the University's own digital noticeboard<sup>1</sup> and normally also on the University website and the Swedish Public Employment Service website.

The application period in connection with the advertising should be at least three weeks.

### 1.4.1 Dialogue with candidates

The recruitment group is responsible for compiling information to the candidates during the recruitment process. This may include continuous communication with the candidates and, if required, dialogues, visits, reference checks, and feedback after the decision has been made.

## 1.5 Received applications

The HR unit is responsible for the processing and preparation of the received applications. This includes checking that the application is complete, that the documentation is translated in accordance with the application instructions, and that additional information is requested, where necessary.

In consultation with the appointed recruitment group, the HR specialist determines whether insufficient applications that have not been completed upon request and before deadline should be sent to external experts. The HR specialist may, after consulting the chair of the appointments board and the recruitment group, sort out candidates manifestly ineligible for the employment before the applications are sent to the external experts. The reasons why these candidates are ineligible for employment must be specified and documented in the recruitment system.

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<sup>1</sup> See the Employment Ordinance, section 8 (in Swedish only)

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## 1.6 External experts

The chair of the relevant appointments board decides on the appointment of external experts upon a proposal by the recruitment group. The external experts must work outside Luleå University of Technology, unless there are exceptional reasons. When two or more external experts are to be appointed, they should work at different higher educational institutions. Furthermore, there must be gender balance among the external experts, unless there are exceptional reasons. The recruitment group is responsible for justifying such deviation. The same external experts should not be engaged recurrently within the same subject area within a two-year period.

Prior to the decision by the chair to appoint external experts, the recruitment group must always justify exemptions from the conditions above. If it is unclear whether the proposed external experts have the right profile for assessing candidates or if a conflict of interest cannot be ruled out, the chair recommit the matter to the head of department.

There is a particular web form to be used for sending the proposal including a CV and an e-mail address to which the documents will be sent. The HR unit is responsible for obtaining certificates of conflict of interest and prepares the matter prior to the decision by the chair of the relevant appointments board. The decision must specify that checks of conflict of interest have been made and confirm that there are no conflicts of interest.

The HR unit is responsible for sending the documents to the external experts who then have between four and eight weeks, depending on the number of candidates, to complete their assessment. The HR specialist sends a reminder to the external experts before the assessment period expires. If an expert opinion is not received in time despite a reminder, a second reminder will be sent. If an expert opinion is not received within two weeks of the second reminder, another external expert may be appointed. The recruitment group and the external experts may agree on a different schedule.

### 1.6.1 Incomplete external expert opinions

The HR specialist is responsible for an initial check of the expert opinion and consults the chair of the appointments board whether there is a need for additional information or clarification. If so, the expert opinion is sent back to the external expert for additional information. If required, the external experts may participate by telephone before or in conjunction with the appointments board meetings, or alternately, an additional member may be appointed.

### 1.6.2 Exemptions from assessments by external experts

If there is only one candidate and this person has already been assessed by an expert in the subject/related subjects and for a similar teaching position, the chair of the appointments board may grant an exemption from assessment by the external experts. It is the recruitment group that submits a proposal to the chair of the appointments board to grant an exemption from the assessment with reference to the expert opinions that already exist. The board may also grant such exemption if an assessment by external experts is manifestly unnecessary. Normally, the expert opinions referred to must not be older than two years. The two-year limit also applies to assessments of qualifications for promotion.

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When assessing a permanently employed lecturer for promotion to senior lecturer within the subject in which they have recently earned a doctorate, an expert assessment is not required.

## 1.7 Appointment decisions

The Vice-Chancellor makes the decisions on all teacher appointments for associate professors and professors. The heads of department make the decisions on other teacher positions.<sup>2</sup>

## 1.8 Publishing appointment decisions

After the decision on an appointment, a notice is posted on the University's digital noticeboard. According to the Employment Ordinance, section 8, the notice must include the following:

1. The date of the posting on the noticeboard
2. Information about how to make an appeal
3. Any dissenting opinion recorded in the minutes or in other documents.

## 1.9 Appeals

Appeals against appointment decisions of a higher education institution may be made to the Higher Education Appeals Board regarding cases referred to in the Higher Education Ordinance, chapter 12, section 2. Decisions pursuant to the Higher Education Ordinance, chapter 4, section 13, to reject an application for promotion from associate senior lecturer to senior lecturer may also be appealed, in accordance with the Higher Education Ordinance, chapter 12, section 2.

The appeal period expires three weeks after the decision has been publicly posted. An appeal submitted in time must be promptly sent to the Higher Education Appeals Board, together with other documents pertaining to the appointment matter, in accordance with the Guidelines for the Processing of Appeals at Luleå University of Technology. The HR specialist is responsible for ensuring that documents are sent to the Higher Education Appeals Board and for assisting the appointments board and the Vice-Chancellor. The Higher Education Appeals Board makes decisions – decisions that cannot be appealed against.

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<sup>2</sup> See section 2.5 Decisions on matters regarding recruitment and assessments for promotion.



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## 2 The procedures of the appointments board

### 2.1 Selection of candidates and interview in the appointments board

Upon recruitments and assessments of qualifications for promotion, interviews are normally always conducted by the appointments board. In consultation with the HR specialist and the recruitment group, the chair of the appointments board decides who should be called to an interview. If there are several eligible candidates in the recruitment process, at least two candidates will normally be interviewed. Adjunct teachers and unremunerated docents are not interviewed. The interview and presentation need not be conducted if the chair considers it manifestly unnecessary. Reasons for exemption from interviews must be stated in the chair decision. In matters regarding recruitment or assessments of qualifications for promotion on artistic grounds, a different form of assessment may be used as a means to ensure artistic qualification.

During the interview, the candidate must give a presentation as specified in the instructions for the interview. The department may, with the assistance of the HR specialist, engage external recruitment services for in-depth interviews and tests, if required. If the appointments board finds it necessary, external experts may participate by telephone in the board's preparatory work and/or in the interviews.

### 2.2 Reference checks

The recruitment group is responsible for checking references prior to the decision of the appointments board. The description of the matter included in the decision must state that references have been checked, or, if references have not been checked, the reasons thereof. Reference checks may be omitted if deep personal knowledge of the candidate exists. A template for reference checks is available on the staff website. The candidate must be informed before references are checked.

### 2.3 Minutes of meetings and conflicts of interest in the appointments board

If the decision of the appointments board differs considerably from the assessment by the external experts, the reasons thereof must be specified. A member involved in a conflict of interest cannot take part in the meetings of the appointments board or in the board's decision. The decision must state that checks regarding conflicts of interests have been made. Any conflict of interests between a candidate and a member of the appointments board must also be stated in the decision.

### 2.4 Dissenting opinions and voting

Any dissenting opinion of members of an appointments board or of other attendants at the meeting must be recorded in the decision.

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In case of a disagreement on a decision, an open vote must be held, in which each member must tell how they vote. Upon equal numbers of votes in a voting, the chair of the appointments board has the casting vote.<sup>3</sup>

## 2.5 Decisions on matters regarding recruitment and assessment for promotion

The appointments board submits proposals to the Vice-Chancellor for appointments as professor/head of subject, professor, adjunct professor or associate professor, after the recruitment or the assessment of qualifications for promotion. Upon admission of a docent, the Vice-Chancellor decision must clearly indicate that the head of department is responsible for ensuring that the newly admitted docent holds a popular scientific presentation within their research domain to a vast audience.

Upon recruitment and assessments of other teacher categories, the appointments board submits a proposal for an appointment to the head of department.

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<sup>3</sup> See Guidelines for processing of matters

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## 3 Special recruitment matters

### 3.1 Nomination for an appointment as a professor

Under the Higher Education Ordinance, chapter 4, section 7, the Vice-Chancellor may decide to nominate a person for an appointment as a professor without advertising, if the appointment is of exceptional importance for a specific subject area within Luleå University of Technology. This rule should be used restrictively and has a separate preparation procedure.

On the basis of input from the recruitment group, the head of department may initiate a dialogue with the Vice-Chancellor regarding a proposal for a nomination of a person to an appointment as a professor. The person must be a prominent professor in the subject area of the appointment. The proposal must be well reasoned and specify why this appointment is of special importance for the subject area and why the normal recruitment procedure is not applicable.

The proposal by the head of department, a complete CV and a list of publications of the candidate proposed, are submitted to the HR specialist who presents the matter to the Vice-Chancellor for a decision to use the nomination procedure. The matter is then prepared by the appointments board and follows in principle the same procedure as other recruitments. The difference is that it is possible to omit time-consuming stages, for example, the expert opinions, since the level of competence has already been confirmed in other ways.

### 3.2 Recruitment of lecturers for employment for an indefinite period

A person may be appointed lecturer if particular skills are important for the subject area or when expertise at professor, associate professor or senior lecturer level is not available. The Vice-Chancellor may authorise the recruitment of a lecturer for a permanent employment at the request of the head of department and on a proposal by the dean of the relevant faculty board. A statement of reasons describing the recruitment needs must be attached to the decision.

Prior to initiating the recruitment process, the head of department must submit a statement of reasons for the recruitment needs. The HR specialist presents the matter to the dean of the relevant faculty board for a decision to make a proposal to the Vice-Chancellor to approve or reject the permanent employment. The Vice-Chancellor subsequently makes a decision on the matter. The head of department is responsible for ensuring that a skills development plan is established in connection with the appointment. The skills development may refer to maintained professional skills and/or acquisition of academic qualifications.

### 3.3 Postdoctoral fellows

Appointments as postdoctoral fellows are based on the central collective agreement for postdoctoral fellows. The employment may be limited to a fixed term of a minimum of two years and a maximum of three years. Normally, the scope of the employment refers to full-time work. The selection procedure takes place at the department.

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### 3.4 Researchers

Normally, researchers have a fixed-term employment in accordance with the Employment Protection Act. The Vice-Chancellor may authorise researchers to be recruited for a permanent employment at the request of the head of department. A statement of reasons describing the recruitment needs must be attached to the decision. The selection procedure takes place at the department.

### 3.5 Adjunct teachers

A person whose primary employment is outside the higher education sector may be employed as adjunct professor, adjunct senior lecturer or adjunct lecturer. The employment period for an adjunct professor is regulated in the Higher Education Ordinance, chapter 4, section 11, and must not exceed twelve years. For other categories of adjunct teachers, the employment period is regulated in collective agreements and must not exceed two years. The employment may however be extended for a maximum of two years at a time.

Prior to the decision by the head of department or the Vice-Chancellor to appoint an adjunct teacher, the candidate's primary employer must have approved the appointment.

When appointing adjunct teachers, the head of department is responsible for entering an agreement with their primary employer. Such an agreement regulates, among other things, terms of remuneration and other costs, intellectual property rights, resources in the form of premises and equipment, and the duties that the adjunct teacher is to perform. An agreement template is available on the staff website. The agreement is signed by the primary employer and the head of department.

### 3.6 Visiting lecturers

Visiting lecturers have their primary employment at another institution within the higher education sector or equivalent. The employment period for visiting professors is regulated in the Higher Education Ordinance, chapter 4, section 12, and must not exceed five years. The Employment Protection Act applies to other categories of visiting lecturers.

Decisions on appointing a visiting lecturer are made by the Vice-Chancellor or the head of department without previous preparation by an appointments board. When appointing a visiting lecturer who is a professor or an associate professor, the head of department writes a statement of reasons for the recruitment. This statement of reasons, a CV, a list of publications and an approval of the collaboration by the candidate's primary employer, are sent to the HR specialist, who prepares the matter prior to the decision by the Vice-Chancellor. For other categories of visiting lecturers, the head of department makes appointment decisions based on the same supporting documents. Exceptions to the above are cases involving an assessment of qualifications for the candidate's promotion to a position senior to the position held at the candidate's own university. The head of department submits a proposal for an assessment to the HR specialist who then prepares the matter prior to the decision by the Vice-Chancellor. The matter is then processed by the appointments board in accordance with the usual procedure.

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### 3.7 Assessment of qualifications for promotion

It is the Vice-Chancellor who decides to initiate the assessment process upon a request by the head of department for an assessment of qualifications for promotion to associate professor, professor and unremunerated docent. The request for an assessment by the head of department must be preceded by a document written by the head of subject and confirmed by the head of division. In the document, the head of subject must argue that there is a need for more highly qualified staff within the subject and that this enrichment will be positive in the short and long term from a subject perspective (not an individual perspective).

The decision on assessment for promotion to senior lecturer is made by the head of department. Associate lecturers for whom recruitments have begun after 1 April 2018 have the right to be assessed for promotion to senior lecturer.

#### 3.7.1 Docents and unremunerated docents

A person who is assessed or recruited as associate professor is also admitted as docent, unless they have already been admitted as docent at another higher education institution. Apart from that, only those employed outside the University may apply for an assessment for promotion to docent. The precondition for assessment in such cases is that promotion is beneficial for research and education at the University. The qualification requirements to be admitted as docent are the same as the ones for associate professors. They are specified in the University's Appointments Procedure.

Normally, the application for admittance as docent must pertain to an established research subject or a third-cycle subject area within the University.

After the decision on admittance as a docent, the candidate receives a certificate stating that they are appointed as a docent at Luleå University of Technology.

### 3.8 Recruitment and assessment for non-established subjects

A proposal for a recruitment to a non-established research or third-cycle subject area must be justified, in writing, by the head of department. Furthermore, an assessment of qualifications for promotion to a subject outside the subject of the intended employment must be specifically justified by the head of department. The statement of reasons must specify the benefits to the University.

The Vice-Chancellor makes a decision upon a proposal by the dean of the relevant faculty board.

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## 4 Appointments boards

### 4.1 Duties and composition of the appointments boards

The duties of the appointments board include representing the University upon recruitment of teachers and assessments of teacher qualifications, by means of the provisions of current acts, ordinances, the Appointments Procedure and guidelines. The chair and deputy chair of the appointments boards have a special duty to contribute to the revision of the Appointments Procedure and the guidelines, and to participate in general discussions within the subject. The HR unit is responsible for the preparation of matters in accordance with the Appointments Procedure and other guidelines.

The Vice-Chancellor decides on the number of boards and their precise composition. The teachers serving as members of an appointments board (teacher members) are appointed by the Vice-Chancellor on a proposal by the relevant faculty board. Prior to the decision made by the faculty board, the proposal must first secure support from the dean of the opposite faculty board.

The HR unit prepares the proposal for teacher members. The student unions appoint their members, normally from different levels of education. There must be gender balance among women and men in the boards unless there are exceptional reasons. These reasons must be included in the faculty board's proposal for a decision written by the faculty boards. The student unions are requested to appoint one member of each gender.

There are two appointments boards at the University. Appointments board 1 normally prepares matters regarding the technological field and Appointments board 2 regarding the philosophical field. Exceptions can be made in order to achieve an even distribution of work between the appointments boards. The appointments boards consist of a chair, a deputy chair (from the opposite field), three teacher members and two student representatives of different levels of education, one of which a doctoral student. In Appointments board 2, one of the teacher members is to, if possible, represent the artistic field. If required, the members of the appointments boards and of the faculty boards may act as deputy members in the meetings of the appointments boards.

### 4.2 Requirements profiles for teacher members of the appointments boards

Teacher members of the appointments board must be employed for an indefinite period at the University. Upon artistic assessments, however, teacher members may have a fixed-term employment on artistic grounds in accordance with the Higher Education Ordinance. The chair must be employed as professor and have experience of managerial duties, for example as head of subject, head of division or equivalent. The vice-chair must be employed as professor or associate professor and have managerial experience. The teacher members must be employed as professors, associate professors or senior lecturers. The assignment must be advertised internally.

### 4.3 Terms of office

Normally, the term of office of the board members is three years, with the possibility of extension for another three years. If one of the members is elected chair of the board, that person's term of

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office may be extended for another three to six years in addition to their previous terms of office. However, the total term of office may not exceed nine years. To ensure the continuity of the work of the boards, it is important that not all members are replaced at the same time. This should therefore be taken into consideration prior to decisions regarding terms of office.

#### 4.4 Quorate boards

The appointments board constitutes a quorum when at least four board members are present, including the chair or the vice-chair and one more member, in addition to the student members. The agenda must include, as a standing item, a report of possible conflicts of interest.

#### 4.5 Meetings of the appointments board

The appointments board has meetings according to a schedule established for each semester. Additional meetings may be held if there are special reasons.

The head of the relevant department, or the person nominated by that head of department, attends the meetings of the appointments board. The department representative has only an advisory role and does not participate in the decision. When making artistic assessments, the appointments board may ask for support from the artistic committee of the Board of the Faculty of Humanities and Social Sciences.

Teacher members must have a professional approach to the matters processed and be able to devote the time necessary for active participation in the work of the appointments board.

#### 4.6 Joint quality assurance meetings of appointments boards

To assure the quality of the work carried out by the appointments boards, the HR unit is responsible for ensuring that the members of the appointment boards and the Vice-Chancellor's office meet at least twice a year. The agenda is established by the HR unit in consultation with the Vice-Chancellor, or the person nominated by the Vice-Chancellor, and the chairs of the appointments boards. The head of HR in consultation with the Vice-Chancellor is responsible for inviting the chairs of the appointments boards to the meetings of the Vice-Chancellor's Group of Managers once per semester for an update about the recruitment work.

##### 4.6.1 Follow-ups of recruitment matters

For continuous quality assurance of completed stages in the recruitment matters, the HR unit is responsible for organising follow-up meetings for completed as well as ongoing matters at least twice a year in collaboration with staff from the Education and Research unit. The HR unit is responsible for ensuring that information from these meetings is presented at the joint meetings of the appointments boards.