

Guidelines for assessment committees for academic positions at Department of Business and Management, Aalborg University

19 December 2019

The assessment must be based on the qualification requirements stipulated by the Ministry of Higher Education and Science¹ and the specific requirements in the position advertisement as interpreted by the assessment committee. Furthermore, the assessment committee should consult the [Guidelines for assessment committees at Aalborg University](#).

The assessment should be structured according to the template provided by Aalborg University (please see Appendix 1 to this document).

The purpose of this document is to specify the tasks of the assessment committee.

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¹ *Cirkulære om protokollat om visse ansættelsesvilkår for videnskabeligt personale ved universiteter* (in Danish) [Circular on proceedings concerning certain employment conditions for academic staff at universities]; cf. the translated laws and regulations on university staff: <http://ufm.dk/en/legislation/prevaling-laws-and-regulations/education/education-institutions>

1. The role of the assessment committee

The role of the Assessment Committee is to assess the qualifications of the shortlisted applicants to the advertised academic positions. These applicants must be assessed on the basis of:

1. the qualification requirements within research, teaching, communication/dissemination etc. as described in the appointment criteria for the specific position as described in section 3 below ; and
2. the requirements listed in the job announcement (to the extent that these may vary from the general requirements).

While satisfaction of the set of criteria outlined in section 3 implies that the individual candidate is qualified, it does not imply the offer of a job. The latter always depends on the competition among qualified candidates and is not a decision taken by the assessment committee. Accordingly, the committee is not to prioritise the applicants.

The committee must ensure an impartial, qualified assessment of the applicants' academic qualifications. The assessment must document that all shortlisted applicants have been assessed in an unbiased and competent manner, and the assessment must provide the Head of Department and Dean with the necessary information, which will ensure that the best qualified candidates are identified and appointed.

Each applicant must be assessed individually. Each candidate will be informed of his/her own personal assessment, and such individual assessment must be suitable to form part of the final decision on appointment. Such decision must be in accordance with the Danish Public Administration Act (in Danish: Forvaltningsloven).

2. The shortlisting procedure

Shortlisting is applied for all positions at the Faculty of Social Sciences at Aalborg University. After the application deadline, the Head of Department and the Chairman of the assessment committee selects the applicants that should undergo a full academic assessment of their qualifications. Neither the Head of Department nor the Chairman of the assessment committee can delegate this task to others.

The selection is based on two criteria:

First, applicants that are obviously not qualified do to a lack of fundamental qualifications required for the position are deselected. Examples can be lack of a PhD degree, lack of a relevant PhD degree, or lack of research experience. The fundamental qualifications criteria applied in the deselection process much appear from the job announcement.

Second, the applicants that appears as most qualified are selected to the shortlist. A minimum of three potentially qualified applicants must be selected for assessment. This is done by the Chairman and the Head of Department.

The shortlist is presented to the Dean for final approval prior to the commencement of the assessment committee's work. The Head of Department and the Chairman of the assessment committee has a maximum of 5 working days to prepare the shortlist.

3. Qualification requirements

The following specifications of qualification requirements, operationalised as competences as well required and desirable criteria, refer to the positions of Assistant Professor, Associate Professor, Professor MSO, and Professor only. For other positions, please consult the general [Guidelines for assessment committees at Aalborg University](#).

Competences and appointment criteria for the position of Assistant Professor at the Department of Business and Management

Competences

A suitable candidate for an Assistant Professor position should have a profile, which makes the candidate likely to embark on a successful career at the Department. This implies that the candidate should be able to present a promising research strategy for the coming years and show potential to publish in internationally recognised high-quality outlets.

Criteria

The criteria described below are split into two categories. The first category (“Required”) includes requirements that must be met in order to qualify for a position of Assistant Professor. They are based on [“Stillingsstruktur for videnskabeligt personale ved universiteter”](#) and “Forventninger ved ansættelse som videnskabelig medarbejder ved Det Samfundsvidenskabelige Fakultet på Aalborg Universitet” (brief from the Faculty of Social Sciences, 30 January, 2019).

The second category (“Desirable”) includes examples of activities and performance, which will increase the likelihood of being considered for the position.

The criteria should be included in announcements of positions, along with the specific requirements for the position in question. It is possible to deviate from/adjust the desirable criteria, if there are well-founded reasons for doing so.

Required

- The candidate must hold a doctoral degree or equivalent research training that is relevant to the Department’s research focus and strategic direction.
- The candidate must demonstrate experience in teaching and research dissemination.²

Desirable

Research

- Publications in recognized peer reviewed journals, as well as papers in a revise and resubmit process with recognized peer reviewed journals.
- Publications in peer reviewed edited books with internationally recognised editors.
- Reviewer activities for academic journals and conferences.

Teaching

- Experience with PBL-based teaching.

Communication/dissemination

- Publications in Danish or international, non-academic professional journals.

Other

- Experience with externally funded activities.
- Experience with administrative activities.

² Experience with research dissemination includes presentations at relevant conferences, seminars and workshops etc.

Competences and appointment criteria for the position of Associate Professor at the Department of Business and Management

Competences

Appointment as Associate Professor signals the maturity of an Assistant Professor to become a well-rounded academic. In order to be considered for the position of Associate Professor at the Department, candidates must therefore have established an individual research profile, and be active teachers, including having documented teaching qualifications.

The candidate must have demonstrated an ability to independently initiate research activities, as well as publish research in internationally recognized outlets.

Criteria

The criteria described below are split into two categories. The first category (“Required”) includes requirements that must be met in order to qualify for a position of Associate Professor. They are based on [“Stillingsstruktur for videnskabeligt personale ved universiteter”](#) and “Forventninger ved ansættelse som videnskabelig medarbejder ved Det Samfundsvidenskabelige Fakultet på Aalborg Universitet” (brief from the Faculty of Social Sciences, 30 January, 2019). Specifications of how the qualification requirements in relation to publications and teaching are interpreted and operationalised at Department of Business and Management are added.

The second category (“Desirable”) includes examples of activities and performance, which will increase the likelihood of being considered for the position.

The criteria should be included in announcements of positions, along with the specific requirements for the position in question. It is possible to deviate from/adjust the desirable criteria, if there are well-founded reasons for doing so.

Required

- The candidate must possess research qualifications, teaching and dissemination skills corresponding to those obtained after successful completion of a period of employment as an assistant professor. Alternatively, equivalent academic qualifications may also be accepted.³ Documentation of the required qualifications and skills include:
 - High standard, peer-reviewed publications, including publications in peer-reviewed journals (at the Danish BFI-list, the Academic Journal Guide (AJG) list or other recognised lists of business research journals), as well as book publishing with peer-reviewed publishers, including contributions to edited books.⁴
 - A track record of research-based teaching skills, including completion of a course in university pedagogy or equivalent experience,⁵ documented in a teaching portfolio or equivalent.

³ Employment as a postdoc does not in itself qualify for subsequent employment as Associate Professor since the postdoc position does not include pedagogical training.

⁴ Papers in a revise and resubmit process with recognized peer reviewed journals or book-publishers can also be relevant to include in the assessment.

⁵ According to [Stillingsstruktur for videnskabeligt personale ved universiteter](#), it is required that the candidates have received supervision and upgrading of pedagogical skills, and have a documented (in writing) positive assessment of teaching qualifications.

Desirable

Research

- Publication output that illustrates that the candidate works well in research teams and alone.
- Reviewer activities for academic journals.

Teaching

- Experience with course responsibility and course development.
- Experience with supervision of bachelor and master students.
- Experience with PBL-based teaching.

Communication/dissemination

- Contributions to organization of conferences, workshops, and conference tracks.
- Presentations at international peer-reviewed conferences.
- Participation in cross-disciplinary and/or inter-organisational research networking.
- Publications in Danish or international, non-academic professional journals.
- Experience with stakeholder engagement and third mission activities.

Other

- Contribution to external research funding activities.
- Experience with administrative activities.

Competences and appointment criteria for the position of Professor MSO⁶ at the Department of Business and Management

Competences

Experienced Associate Professors with a promising research agenda that is considered pivotal for the Department's research strategy can be considered for a Professor MSO position. The candidate should have the documented competences to develop a prioritised research or teaching area according to international standards.

The candidate must have the ability to conduct and publish original research at an international level individually as well as collectively. Furthermore, the candidate should be able to carry out research leadership and research management.

Criteria

The criteria described below are split into two categories. The first category ("Required") includes requirements that must be met in order to qualify for a position as Professor MSO. They are based on "[Stillingsstruktur for videnskabeligt personale ved universiteter](#)" and "Forventninger ved ansættelse som videnskabelig medarbejder ved Det Samfundsvidenskabelige Fakultet på Aalborg Universitet" (brief from the Faculty of Social Sciences, 30 January, 2019). Specifications of how the qualification requirements in relation to publications, teaching and communication/dissemination are interpreted and operationalised at the Department of Business and Management are added.

The second category ("Desirable") includes examples of activities and performance, which will increase the likelihood of being considered for the position.

The criteria should be included in announcements of positions, along with the specific requirements for the position in question. It is possible to deviate from/adjust the desirable criteria, if there are well-founded reasons for doing so.

Required

Research

- The candidate must have a strong academic record as documented by publications in highly ranked international journals (e.g. level 3 or above at the Academic Journal Guide (AJG) list; or level 2 at the Danish BFI-list) and peer-reviewed books with internationally recognized publishers.⁷
- Documented research impact and impact on the development of the research field, for example measured by citations and documented impact on society and/or policy-making.

Teaching

- The candidate must have extensive experience with research-based teaching, including contributions to the development of teaching programmes. This includes
 - Experience with supervision and teaching activities at master level.
 - Experience with new course development.
- The teaching experience must be documented in a teaching portfolio or equivalent.

⁶ Please note that in the revision of "[Stillingsstruktur for videnskabeligt personale ved universiteter](#)", which comes into operation from January 2020, the position of Professor MSO is being phased out.

⁷ Papers in a revise and resubmit process with highly recognized peer reviewed journals or book-publishers can also be relevant to include in the assessment.

Communication/dissemination

- The candidate must have experience with research dissemination, e.g. dissemination to society in various forms, such as statements to the media, presentations and shorter articles as well as organization of international conferences, workshops, and conference tracks.

Desirable

Research

- Editorial board membership in peer-reviewed journals.
- Editorship of special issues of peer-reviewed journals.
- Editorship of peer-reviewed books.
- Research leadership activities, including design and coordination of research activity.

Teaching

- Experience with PhD supervision and PhD successful completion.
- Experience with PBL-based teaching.
- Teaching awards.

Communication/dissemination

- Experience with stakeholder engagement and third mission activities.

Other

- Experience with research leadership and/or directorship of studies.
- Experience with administration and management of study programs.
- Experience with PhD assessment committee work.
- Ability to attract external funding.
- Experience with administrative activities.
- Participation in regulatory bodies, research councils, commissions, etc.

Competences and appointment criteria for the position of Full Professor at the Department of Business and Management

Competences

A candidate for the position of Full Professor must document internationally recognised professional qualifications, including the ability to provide original scientific contributions to the international research agenda. The candidate must have the ability to perform leadership tasks, including research leadership.

High-quality teaching competences are required to obtain the position of Full Professor. This includes the ability to transfer the current body of knowledge and communicate effectively with students.

Criteria

The criteria for assessing the research performance are of the same type as for Professors MSO, but the quality, quantity and impact of the research are expected to be higher.

The criteria described below are split into two categories. The first category (“Required”) includes requirements that must be met in order to qualify for a position as Full Professor. They are based on [“Stillingsstruktur for videnskabeligt personale ved universiteter”](#) and “Forventninger ved ansættelse som videnskabelig medarbejder ved Det Samfundsvidenskabelige Fakultet på Aalborg Universitet” (brief from the Faculty of Social Sciences, 30 January, 2019). Specifications of how the qualification requirements in relation to publication, teaching and communication/dissemination are interpreted and operationalised at the Department of Business and Management are added.

The second category (“Desirable”) includes examples of activities and performance, which will increase the likelihood of being considered for the position.

The criteria should be included in announcements of positions, along with the specific requirements for the position in question. It is possible to deviate from/adjust the desirable criteria, if there are well-founded reasons for doing so.

Required

Research

- The candidate must have a strong academic record as documented by publications in highly ranked international journals (e.g. level 4 or above at the Academic Journal Guide (AJG) list; or level 2 at the Danish BFI-list) and peer-reviewed books with internationally recognized publishers.⁸
- Documented research impact and impact on the development of the research field, for example measured by citations and documented impact on society and/or policy-making.

Teaching

- The candidate must have extensive experience with research-based teaching, including contributions to the development of teaching programmes. This includes
 - Experience with supervision and teaching activities at master level.
 - Experience with new course development.
- The teaching experience must be documented in a teaching portfolio or equivalent.

Communication/dissemination

- The candidate must have experience with research dissemination, e.g. dissemination to society in various forms, such as statements to the media, presentations and shorter articles as well as organization of international conferences, workshops, and conference tracks.

⁸ Papers in a revise and resubmit process with highly recognized peer reviewed journals or book-publishers can also be relevant to include in the assessment.

Desirable

Research

- Editorial board membership in peer-reviewed journals.
- Editorship of special issues of peer-reviewed journals.
- Editorship of peer-reviewed books.
- Research leadership activities, including design and coordination of research activity.

Teaching

- Experience with PhD supervision and PhD successful completion.
- Experience with PBL-based teaching.
- Teaching awards.

Communication/dissemination

- Experience with stakeholder engagement and third mission activities.

Other

- Experience with research leadership and/or directorship of studies.
- Experience with administration and management of study programs.
- Experience with PhD assessment committee work.
- Ability to attract external funding.
- Experience with administrative activities.
- Participation in regulatory bodies, research councils, commissions, etc.

4. Confidentiality and conflict of interest

The identity of applicants and the work relating to the assessment is fully confidential. Members of the committee may only discuss the assessment with other members of the assessment committee.

There must be no contact between the members of the assessment committee and the individual applicants in matters of relevance to the assessment. Any contact between the applicant and the assessment committee must take place through the relevant contact person in Aalborg University's HR department.

Pursuant to the Public Administration Act, there is an obligation to disclose any conflict of interest or suspicion of conflict of interest, i.e. conditions which could give rise to doubts whether an assessment committee member is able to give each applicant an impartial treatment.

A conflict of interest can occur by being a party to the case, or in family matters (including cohabitation relations), affiliation to private companies with special interest in the outcome of the assessment, contribution to decisions in the case by other bodies, or by any other relation that may raise doubts about impartiality, such as strong animosity or close friendship.

Failure to comply with the rules on conflict of interest in personnel matters may lead to the invalidation of the assessment. If a member is in doubt about his or her eligibility in relation to membership of the assessment committee, or if he or she has knowledge of any conflict of interest of a committee member, he or she must contact the Chairman of the assessment committee or the HR Department of Aalborg University (<https://www.en.hr.aau.dk/>).

5. Duties of the Chairman and the assessment committee members

The Chairman of the assessment committee is responsible for ensuring:

- that the committee has all relevant documentation in order to make a complete assessment of each applicant. It is possible, however, to dismiss an application, should an applicant have failed to submit all required material listed in the announcement;
- observance of deadlines;
- application of any extension of deadlines;
- preparation of the assessment;
- expedient clarification of any queries to the work of the committee.

The Chairman may request secretarial assistance from the department.

The members of the committee must familiarise themselves with all available material, so that every applicant is being assessed by all committee members. The committee may, however, agree on a division of labour following which the individual members prepare a draft on specific applicants. Even though the work of the committee is based on written contributions from several members, the final assessment of the committee must be written in a consistent terminology. In the final editing of its assessment, the committee should, therefore, eliminate any editorial and linguistic inconsistencies, which may result from the division of work between the committee members.

The assessment must be phrased in a suitably objective form as a separate document per applicant that can be read without consulting applications or documents enclosed with applications.

In case of disagreement e.g. on the wording of the assessment, or the inclusion of material not submitted with an application, a decision will be made by the committee by simple majority, unless otherwise expressly stated. Any disagreement among the members of the committee should be clearly stated in the individual assessment in each separate case.

6. The Assessment

The assessment must include the committee's assessment of the applicant's academic qualifications in the areas of research, teaching, dissemination/communication and other areas relevant for filling the vacancy. Please consult the Assessment form in Appendix 1 for an overview of the structure and content of an assessment report.

In cases where the applicant clearly is not qualified for the position – e.g. in cases where there are too few applicants to apply shortlisting – only the following sections in the Assessment Form need to be filled out: Section 1 on “Non-qualified applicants”, the section on “Non-qualified applicants”, and Section 6 on “Concluding overall assessment”.

An assessment of each applicant's academic and professional qualifications comprises:

- an assessment of research qualifications;
- an assessment of qualifications in teaching and dissemination/communication;
- an assessment of other relevant qualifications;
- a concluding overall assessment of the applicant's academic qualifications.

In its assessment of teaching qualifications, the committee should base its judgement on the teaching portfolio that is submitted by the candidate.

To guide the committee and prospective applicants in the assessment of qualifications, the academic assessment criteria described in section 3 have been divided into two categories reflecting their significance at the different levels of academic employment: required criteria, that must be fulfilled, and desirable criteria, which include examples of activities and performance, which will increase the likelihood of being considered for the position.

The committee must assess current and recent productivity and take into account the number of years at present academic level in order to evaluate each applicant's future potential in terms of research and teaching. The committee must consider any duration of leave stated in the application including maternity/paternity leave without research activity, as research activities should be assessed in proportion to the actual time spent on research activities.

The assessment must be written in an appropriate objective language and it must be clearly stated whether the applicant is qualified or not for the position advertised.

Typically, applicants will differ in their profiles and experience (e.g., length of publication list, breadth and depth of teaching experience, etc.). Hence, the assessment of some candidates may be relatively certain, whereas the assessment of others may be more uncertain. Therefore, assessments may include indications of this uncertainty. Furthermore, the heterogeneity of the academic fields covered by the department requires that the implementation of these general guidelines respects differences in publication patterns, educational program delivery and funding composition across the variety of academic fields.

The assessment must be phrased in a clear and precise manner so it can be read and understood without consulting applications or documents enclosed with applications. Although it is not the task of the committee to prioritise the candidates, it is important that the individual assessments provide a clear indication of the candidate's standing in relation to the formal qualification requirements through detailed and thorough evaluations.

The assessment must be written in English.

7. The next steps in the recruitment process

All assessments must be approved by the Head of Department who will check that all assessments live up to this guideline. Once approved by Head of Department, the individual assessment reports will be sent to each applicant. Applicants have one week to object to their assessments.

Candidates may object to their assessment. In case an objection has been made, the Chairman of the committee is contacted and asked to draw up an answer to the applicant's objection and, if necessary, correct the assessment on behalf of the committee. Once the objection has been acknowledged and the reply sent to the applicant in question, the selection process can continue.

8. Assessment fee

The assessment work is remunerated in accordance with the agreement between the Ministry of Finance and the Danish Confederation of Professional Associations.

9. Deadline

The deadline for completing the assessment is set according to the Dean of the Faculty of Social Sciences' fixed timeframe for the particular position. The HR-department will inform the assessment committee of this timeframe when commencing the assessment process. It is essential that the assessment committee observes the deadline for the assessment reports.

APPENDIX 1 – ASSESMENT FORM

Assessment of the applicants for the position insert job title

Vacancy number

Number of applicants

Total number of applicants:

The assessment committee consists of:

Chair: Insert title and name of chair of assessment committee

Assessor 1: Insert title and name of assessor 1

Assessor 2: Insert title and name of assessor 2

Basis for assessment

The assessment is based on the qualification requirements stipulated by the Ministry of Higher Education and Science⁹ and the specific requirements in the position advertisement as interpreted by the assessment committee. Furthermore, the assessment committee has consulted the [Guidelines for assessment committees at Aalborg University](#).

1. Presentation of applicant

Name of applicant and educational background relevant to the position.

In addition, you may note other useful information about the applicant, such as date of birth, nationality, other academic degrees and certificates, previous positions, etc. This information is based on the applicant's CV.

Non-qualified applicants

The following texts may be stated under "assessment" in such cases where the applicant clearly is not qualified for the position.

Example 1:

The applicant does not have the required qualifications to fulfil the position; their research activities, which are documented by their submitted scientific publications, are inadequate.

⁹ *Cirkulære om protokollat om visse ansættelsesvilkår for videnskabeligt personale ved universiteter* (in Danish) [Circular on proceedings concerning certain employment conditions for academic staff at universities]; cf. the translated laws and regulations on university staff:
<http://ufm.dk/en/legislation/prevaling-laws-and-regulations/education/education-institutions>

Example 2:

The applicant does not have the required qualifications to fulfil the position; their scientific qualifications, as described in their application, fall outside the field of the position.

2. Assessment of research qualifications

The list of publications is assessed in relation to the expectations matching the career stage of the applicant (postdoc, assistant professor, associate professor, professor) and its relevance in comparison to the content of the position in question.

For each submitted publication, the title, any co-authors, number of pages and the place and year of publication should be stated.

The publications must be assessed on the basis of their academic relevance in comparison to the content of the position in question. Furthermore, the following parameters may be taken into consideration:

- Degree of scientific originality, including quality, novelty, impact, etc.
- Scope and depth of the research
- International focus and impact
- Other

3. Assessment of teaching qualifications

Teaching qualifications are assessed on the basis of the submitted teaching portfolio in relation to one or more of the following parameters:

- Educational level of previous teaching activities (bachelor, master or PhD level)
- Teaching methods used
- Experience in problem-based learning (PBL)
- Initiatives in the educational area
- Teaching materials prepared by the applicant
- Extent of previous teaching
- Evaluations of previous teaching (student evaluations etc.)
- Pedagogical training/supplementary training
- Other

4. Assessment of research dissemination (mainly applicable to associate professorships/professorships)

An assessment of the applicant's qualifications/experience within research dissemination.

5. Assessment of other qualifications

On the basis of the application, CV and any other material included, the applicant may also be assessed on the basis of the following parameters:

- Talent development
- Knowledge exchange

- Research management experience
- Research collaboration with external partners
- Acquisition of research funding
- Academic positions of trust
- Internationalisation
- Administrative skills
- Experience with public sector services (only relevant for senior adviser positions)
- Other qualifications of relevance to the content of the position

6. Concluding overall assessment

The assessment must include an overall conclusion stating whether the applicant is qualified/not qualified for the specific position. This recommendation must be unambiguous and may not be graded.

A clear coherence between the assessments stated in items 2, 3, 4 and 5 and the concluding overall assessment is crucial.

If all assessment committee members agree that an applicant is not qualified, the committee may indicate this with a brief statement as to which qualification requirements the applicant does not fulfil. For example, it may be that the applicant's professional level is inadequate or the applicant's professional qualifications fall outside the main subject area of the position.

If the recommendation is not unanimous, differences of opinion must be clearly stated in the assessment. You may note both the majority's overall assessment and the minority's overall assessment.

The applicant is:

Qualified for the position

Not qualified for the position

Date:

Insert title and name of chair of assessment committee

Signature

Insert title and name of assessor 1

Signature

Insert title and name of assessor 2

Signature