**THE RECRUITMENT PROCESS AT KARLSTAD UNIVERSITY – TEACHING AND RESEARCH STAFF**

**Start of the process**  
When a position needs to be filled, a recruitment profile is drawn up and approved by the dean. The profile sets out the qualification requirements for the position. Applicants have to fulfil all requirements by the end of the application period if they are to be successful. Other important skills are listed under the assessment criteria. These criteria also indicate how much weight is given to each aspect, thus determining the ranking of applicants.

**External reviewers**  
The process of appointing external experts starts during the application period. These experts have to assess and rank the competency of applicants in relation to the qualification requirements in the recruitment profile. External experts from other higher education institutions review applications in the recruitment of professors, senior lecturers, associate senior lecturers, postdoctoral research fellows and adjunct professors. Conflicts of interest are always considered before external reviewers are appointed.

**Screening**  
Applications that clearly fail to fulfil all qualification requirements for the position are rejected at an early stage and are not subject to external review. When an applicant, for example, does not have a doctor’s degree at the end of the application period, and this is a requirement, the application is screened. Applicants are informed if this happens.

**Expert review**  
External reviewers usually have 1–3 months to review all the applications and submit their assessments. Reviewers base their assessments and rankings on the qualification requirements in the recruitment profile and the requirements in the regulations for appointment and promotion of teaching staff.

**Interview**  
When the expert reviews have been received, the highest ranked candidates are invited to an interview. Interviews are conducted by a recruitment committee or the faculty’s appointments and promotions committee. By law, skill and merit have to be considered when an appointment is made at a government institution, but greater weight is given to skill. This means that applicants who have been ranked lower by external experts or who are not part of the leading group of candidates cannot be considered for appointment or invited to an interview. The external experts’ reviews are crucial in the overall assessment of candidates and a successful interview cannot compensate for the fact that the candidate is not in the top group identified by the reviewers. Nevertheless, the expert reviews only constitute one part of the documentation on which an appointment decision is based. Skills and competencies such as the ability to collaborate, to take initiative, pedagogical skills, as well as further information about applicants’ qualifications, are usually assessed through interviews and sometimes also through trial lectures.

**Overall assessment**The overall assessment include the expert reviews, interviews, trial lectures (if applicable), as well as references. Depending on the results, someone in the leading group of candidates may be appointed. Sometimes this is the candidate ranked highest by the external experts, but this is not always the case when an overall assessment is made. The assessment criteria in the recruitment profile indicate which aspects are given most weight.

**Further process**When interviews have been conducted, trial lectures presented and references contacted, the matter is tabled for the next meeting of the faculty’s appointments and promotions committee, which meets 3–4 times per semester. Once approved, usually a week after the meeting, minutes of these meetings are public documents. The appointments and promotions committee recommends an appointment decision to the dean and the head of the department, who is responsible for the recruitment process, may offer the position to the candidate recommended by the committee. If the candidate declines the position or if the parties are unable to agree on terms of employment, the candidate ranked next by the committee is offered the position. When the parties have agreed on the terms of employment, the dean may appoint the candidate and other applicants are informed of the decision. In the case of professors, the final appointment decision is made by the vice-chancellor.

**Appeals**  
When the appointment decision has been made public, other applicants have three weeks to appeal the decision. In case of appeal, the Higher Education Appeals Board reviews the recruitment and appointment processes and the higher education institution and the appellant may make statements. It usually takes the Higher Education Appeals Board a few months to make a pronouncement.

**Recruitment without expert review**   
There is usually no expert review in the appointment of postdoctoral researchers or lecturers. Application documents are reviewed by a recruitment committee that ranks applicants based on the qualification requirements and assessment criteria in the recruitment profile. Candidates are then invited to an interview, references are contacted and a decision about appointment is made.

**Information**  
The university distributes the following information to applicants:   
– Confirmation of receipt of the application  
– Information on the appointed external experts and their deadline for submitting reviews  
– Information on the screening of applications (if applicable)  
– Information on the candidates invited to interviews (also to those who have not been invited)  
– Appointment decision

Example time frames for recruitment  
– Lead times in the recruitment process