

# Guidelines on recruitment and appointments at the University of Copenhagen



## 1. Background and purpose

The University wishes to attract and retain the best qualified individuals – nationally and internationally – in all areas of employment.

A successful recruitment process requires that the University is perceived as an attractive workplace among potential applicants, and that the recruitment process is characterised by best practices in terms of both content and speed. The purpose of the present guidelines is to establish the frameworks for the recruitment process at the University and for its involvement of staff/employee representatives.

The recruitment process must signal that the University values diversity and is an equal opportunities employer within the criteria of a given appointment. Appointments are made on competitive terms, and the University ensures that the duties entailed by the position may be organised so as to strike a balance between work commitments and working hours and between work and leisure.

## 2. Target group

For purposes of employment, the University of Copenhagen constitutes a single entity, such that the present guidelines are applicable to all appointments at the University, regardless of the form of employment, how it is financed and the duties it entails. Where special conditions apply to academic or technical and administrative (T&A) staff, respectively, this will be stated explicitly in Section 4.

## 3. The role of Management, including delegation

The Rector is responsible for day-to-day management of the University; see the Universities Act. All other University Management tasks are performed under the authority of the Rector. The overview illustrates how managerial competency may be delegated.

## 4. Recruitment process

The appointment of new staff is a logical consequence of executive staff planning based on the workplace's current staff mix, finances, anticipated volume of future commitments and research and training requirements. The executive staff planning is discussed within the Collaboration Committee at least once a year in connection with budget talks.

The recruitment process at the University shall be characterised by best practices and rapid selection and administrative procedures. In order to ensure that the process is swift and efficient, Management will draw up a time and process schedule for filling a vacant position.

Where headhunting/recruitment agencies are used, the University requires that eligible candidates of both sexes are found for each position. In connection with executive recruitments via headhunting/recruitment agencies, both sexes must be represented and each sex shall as a minimum represent 1/3 of the candidates.

All positions at the University are normally filled following advertisement as stipulated by the Executive Order on Appointment Notices.

The procedures for appointment to academic positions are set out in the Executive Order on Academic Appointments and the University of Copenhagen's own supplementary guidelines.

Procedures for appointments to certain executive/senior positions are set out in 'Recruitment Policy for Management'.

T&A positions are normally filled following advertisement but may, where clearly justified, be filled without advertisement for a term of up to one year. For such non-advertised appointments, the pay grade will be negotiated with the employee representative prior to any final appointment decision.

If an employee who was originally appointed to a non-advertised position seeks appointment to a permanent position, the position must then be advertised and filled according to the customary procedure; see below.

## Appointment notices/job advertisements

Management is responsible for producing the appointment notice/job advertisement. As soon as a position becomes vacant, Management will decide if it is to be filled as it is, or whether the job content is to be changed. Management consults relevant members of staff. Management also gives consideration to how recruitment to the position will best comply with the fundamental principle of the University's commitment to diversity and equal opportunities. This entails, for example, that appointment notices and job advertisements must be formulated to achieve the broadest possible appeal.

The notice/advertisement should as a rule contain information about job contents, qualification requirements, collective agreement(s), blanket agreement <sup>1</sup>, pay grade, format of applications, evaluation procedure and the closing date for applications. T&A appointment notices/job advertisements must be submitted for commentary by the employee representative prior to publication.

## Selection of applicants

Job interviews will be held before any position is filled at the University. At least one round of interviews must be held for each position, and the University recommends that these be supplemented by further rounds.

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<sup>1</sup> An appointment notice must state the collective agreement and relevant blanket (sector-wide) agreement if it is comprised by the "Blanket agreement between the Ministry of Finance and Organisations of Public Employees - State Sector Enterprises and Institutions (Danish abbreviation: "OAO-S-fællesoverenskomsten").

Interviews are conducted by an appointment committee consisting of representatives of Management and employees who will be affected by the appointment. The appointment committee should as far as possible be composed of both female and male representatives.

For appointments to T&A positions, an appointment committee will also be established. This committee is composed of representatives selected by Management and employees who will be affected by the appointment, and its purpose is to conduct interviews with selected applicants and make recommendations to Management concerning appointment to the position. The appointment committee may assist in drawing up appointment notices/job advertisements.

In supplement to the appointment committee's interviews, separate interviews may be conducted by Management alone.

Rejected applications received in response to an appointment notice/job advertisement cannot as a rule be used for filling a different position. If this is desirable, the applicant must give his or her express consent.

### Supplementary activities

In supplement to interviews, the University recommends that references be obtained (this requires the applicant's consent; see the Act on Processing of Personal Data) (<http://www.datatilsynet.dk/english/the-act-on-processing-of-personal-data>). In addition, tests may be conducted, together with trial lectures.

### Salary negotiations

Once Management has decided whom it wishes to appoint, the applicant will be notified. The next step is salary/wage negotiations; see Wage Policy for the University of Copenhagen ([http://personalepolitik.ku.dk/english/personnel\\_policies/Wage\\_Policy\\_for\\_the\\_University\\_of\\_Copenhagen\\_revised\\_June\\_2012.pdf](http://personalepolitik.ku.dk/english/personnel_policies/Wage_Policy_for_the_University_of_Copenhagen_revised_June_2012.pdf)). The negotiations should as a rule have been concluded before the successful applicant takes up the appointment and it is recommended that they be concluded before the applicant accepts the offer of employment.

### Employment contracts

Under current legislation, the employment contract must be issued not later than one month after the employee has commenced employment. A copy of the contract must be sent to the employee representative/trade union.

### Introduction of the new employee

Part of a successful recruitment process is the welcome given to the new employee. The unit is required to plan an introduction process covering the organisation of the workplace, the physical surroundings, colleagues, work procedures and duties and responsibilities. In planning the introduction for the new employee, those members of staff whom the new employee will be dealing with daily should be involved.

## 5. Probationary period

Employment at the University of Copenhagen normally entails a 3-month probationary period, and this must be stated on the employment contract. In the case of a new, uninterrupted appointment under the same collective agreement elsewhere at the University, a probationary period will not be required.

## 6. Limited tenure

The University uses both limited-tenure and unlimited-tenure appointments. The University will refrain from using time-limited tenure where there is no obvious justification for time-limited tenure (see also Section 4).

## 7. Validity and termination

The present guidelines are effective as of 1 January 2009.

They may be revoked in accordance with the rules set out in General Collaboration Committee (HSU) Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, General Collaboration Committee (HSU) must endeavour to amend the existing guidelines in a manner that is satisfactory to the parties represented on the Committee.

Considered and adopted at the General Collaboration Committee meeting on 10 December 2008.



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and



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