

Procedure for shortlisting at SDU

The objective with this procedure is to introduce a model for a more efficient/incremental assessment of applicants for scientific positions.

Shortlisting is the term used to describe the process where, from among applicants, a smaller number of applicants are selected to undergo an academic assessment.

The selected applicants are those who, following an initial review, are considered to best meet the criteria listed in the job advertisement. The assessment committee carries out an academic assessment of the shortlisted applicants in relation to the advertised position. The academic assessment is used by the appointments committee and the recruiting manager in deciding who is most eligible for and, consequently, offered the position.

The purpose of shortlisting is to secure a shorter recruitment process and reduce the workload for members of the assessment committee, thus allowing them to focus their efforts on the most qualified and competent applicants. A reduction in the number of academic assessments required is expected to reduce the amount of time spent on the recruitment process in general and thus reduce the timespan between job advertisement and making an offer of employment.

In addition, the possibility to create a more expedited recruitment process may be an important competitive parameter in order to recruit attractive candidates faster.

The process associated with shortlisting is well-known abroad and, thus, is also familiar to many international applicants. Among the Danish universities, KU and AU utilise shortlisting in some academic environments.

Regulatory framework

The process must adhere to the regulations included in, among others, the Danish Ministerial Order on the Appointment of Academic Staff at Universities (Ansættelsesbekendtgørelsen) and the Danish Public Administration Act (Forvaltningsloven).

According to the rules in the Danish Ministerial Order on the Appointment of Academic Staff at Universities, the academic assessment must determine whether applicants possess the academic qualifications within research, teaching, dissemination, etc. that are predetermined by the job structure for academic staff at universities. The academic assessment must also determine whether applicants fulfil any other academic qualification requirements listed in the job advertisement.

The assessment committee must ensure an impartial, reasoned and written assessment of applicants' academic qualifications, and if there are any disagreements between the committee members, such disagreements must be clearly stated in the assessment.

The Danish Ministerial Order on the Appointment of Academic Staff at Universities is found not to imply a required academic assessment of all applicants.

The academic assessment is an appraisal that provides relevant information to the case and forms part of the basis for the decision to employ an applicant. Following the Danish Public Administration Act, parties must consequently be consulted regarding the assessment before management makes such a decision.

As defined in the Public Administration Act, rejection of an application is a decision and must therefore be accompanied by an explanation stating the grounds for the decision.

Once the recruitment process has concluded, both shortlisted and non-shortlisted candidates not considered for the position will receive a rejection stating the basis for the final decision.

Use of shortlisting

The following concrete process is proposed:

- *Plan for recruitment*
When drafting the job advertisement, it should be noted in the advertisement text that shortlisting may be used as part of the assessment process.
- *Decision to use shortlisting*
After the closing date, the recruiting manager will determine whether the use of shortlisting is appropriate.
- *Selection for assessment*
If shortlisting is used, the chair of the assessment committee selects (shortlists) applicants for academic assessment on behalf of the assessment committee. This shortlisting is done based on an overall assessment of which applicants who, on the basis of the application material, best meet the department's and faculty's recruitment needs and meet the criteria listed in the job advertisement.

The shortlisting is presented to the recruiting manager who is charged with the final approval of the shortlisting.

Employing shortlisting does not necessarily involve changes to the recruitment process. If the recruiting manager decides that all applicants are to be shortlisted, an academic assessment of all applicants will be carried out.

As a rule, a minimum of five applicants are to be selected (shortlisted) for an academic assessment. If there are fewer than five qualified applicants, this rule may be disregarded. SDU's internal guidelines concerning recruitment of academic staff requires a minimum of three applicants with a positive (i.e. qualified) academic assessment for any academic staff position. This requirement also applies when shortlisting is used.

- *Option for additional shortlisting*
If, following the conclusion of the academic assessment of shortlisted candidates, there are not a satisfactory number of qualified applicants, the recruiting manager has the option to select applicants for academic assessment, even if those applicants in question were not initially shortlisted and selected for academic assessment.
- *Information to the appointments committee*
After the academic assessments of the shortlisted applicants, the appointments committee receives

a full list of all applicants and associated application material and informed of which applicants who were shortlisted and received an academic assessment.

- *Information to applicants*

Shortlisted applicants are informed by the Faculty that they have been shortlisted and will receive an academic assessment. These applicants are simultaneously informed of the composition of the assessment committee and of the applicants' possibility to comment on the part of the assessment related to themselves later in the process. Once the recruitment process is complete, unsuccessful shortlisted candidates are to be notified that they were not selected for the position.

Applicants whose applications were not sent for academic evaluation (non-shortlisted) are to be informed of this by the Faculty immediately after the shortlisting process is complete. Once the entire recruitment process is complete, all unsuccessful applicants are to be notified that they were not selected for the position.

- *Employment*

Applicants who have received a positive (i.e. qualified) academic assessment can be offered employment. Final approval of employment is carried out in accordance with the regulations stipulated in SDU's Accounting Instructions so that e.g. employment in permanent academic staff positions are given final approval by the Dean.

Human Resource services, in collaboration with the faculties, draft standardized texts for use in job advertisements, letters regarding shortlisting and rejection letters.