

## Procedure for shortlisting at SDU

The background to this procedure is the desire to introduce a model for a more flexible/step-by-step academic assessment of applicants for academic positions.

Shortlisting is the process of selecting a small pool of applicants to undergo an academic assessment.

The shortlisted candidates are those who, on preliminary examination, are considered to best meet the requirements set out in the job advertisement. The shortlisted candidates undergo an academic assessment of their qualifications in relation to the advertised position by the assessment committee. The assessment is used by the Appointments Committee and the appointee manager to decide which candidate is the most suitable and thus offered the position.

The aim of shortlisting is to speed up the recruitment process and reduce the workload of the members of the assessment committee, who can thus concentrate their efforts on the most qualified and competent applicants. Overall, it is expected that a reduced assessment task will reduce the time spent on the recruitment process, and thus the time taken from advertisement to making an offer of employment.

At the same time, the possibility of a faster recruitment process can be an important competitive parameter in terms of being able to recruit attractive candidates more quickly.

The shortlisting process is well known abroad and thus also to many international applicants. Among the Danish universities, the University of Copenhagen and Aarhus University use shortlisting in certain academic environments.

### The regulatory framework

The process must comply with the rules in, among others, the Appointment Order and the Public Administration Act.

According to the rules of the Appointment Order, the academic assessment must consider whether the applicants possess the necessary academic qualifications in research, teaching, dissemination, etc., as provided for in the job structure. In addition, the assessment must consider whether the applicant meets the other academic qualifications specified in the job advertisement.

The assessment committee must give a non-prioritised, reasoned and written assessment of the academic qualifications of the candidates. If there are differences of opinion between the members of the committee, this must be stated in the assessment.

It is considered that the rules in the Appointment Order do not imply that all applicants must be assessed.

The evaluation is an assessment that contributes to the information of the case and forms part of the basis for the recruitment decision. Therefore, according to the Public Administration Act, the assessment must be subject to a consultation of the parties before the management makes a decision.

Rejection of a job application is a decision within the meaning of the Public Administration Act and must therefore be accompanied by a statement of reasons.

Both shortlisted and non-shortlisted candidates who are not considered for the position will receive a reasoned rejection letter at the final stage of the recruitment process.

## Use of shortlisting

The following specific process is proposed:

- *Plan for recruitment*

When drawing up the job advertisement, it should be clearly stated that shortlisting may be used as part of the assessment process.

- *Shortlisting decision*

After the closing date for applications, the appointee manager will determine whether shortlisting is appropriate.

- *Selection for assessment*

If shortlisting is used, the chair of the assessment committee selects (shortlists) applicants on behalf of the assessment committee for an academic evaluation. This shortlisting is based on an overall assessment of which applicants, based on the application material, best match the recruitment needs of the department and faculty and meet the requirements requested in the job advertisement.

The shortlisting is recommended and approved by the appointee manager. Shortlisting does not necessarily mean changes in processes. Thus, if the appointee manager decides that all candidates should be shortlisted, a full evaluation of all candidates will be conducted.

A minimum of five applicants must be selected for an academic assessment. If there are fewer than five qualified applicants, this starting point may be waived. SDU's internal guidelines for recruitment of academic staff require that among the applicants for a specific academic position there must be at least three applicants with a positive academic assessment. This rule applies even if shortlisting is used.

- *Possibility of further shortlisting*

If, after an academic assessment has been carried out, there is not a satisfactory number of qualified candidates, the appointee manager may select candidates for assessment even if they were not initially shortlisted and selected for academic assessment.

- *Information for the Appointments Committee*

After the academic assessment of the shortlisted candidates, the Appointments Committee will receive the full list of candidates and the application material and will be informed of the shortlisted and academically assessed candidates.

- *Information for applicants*

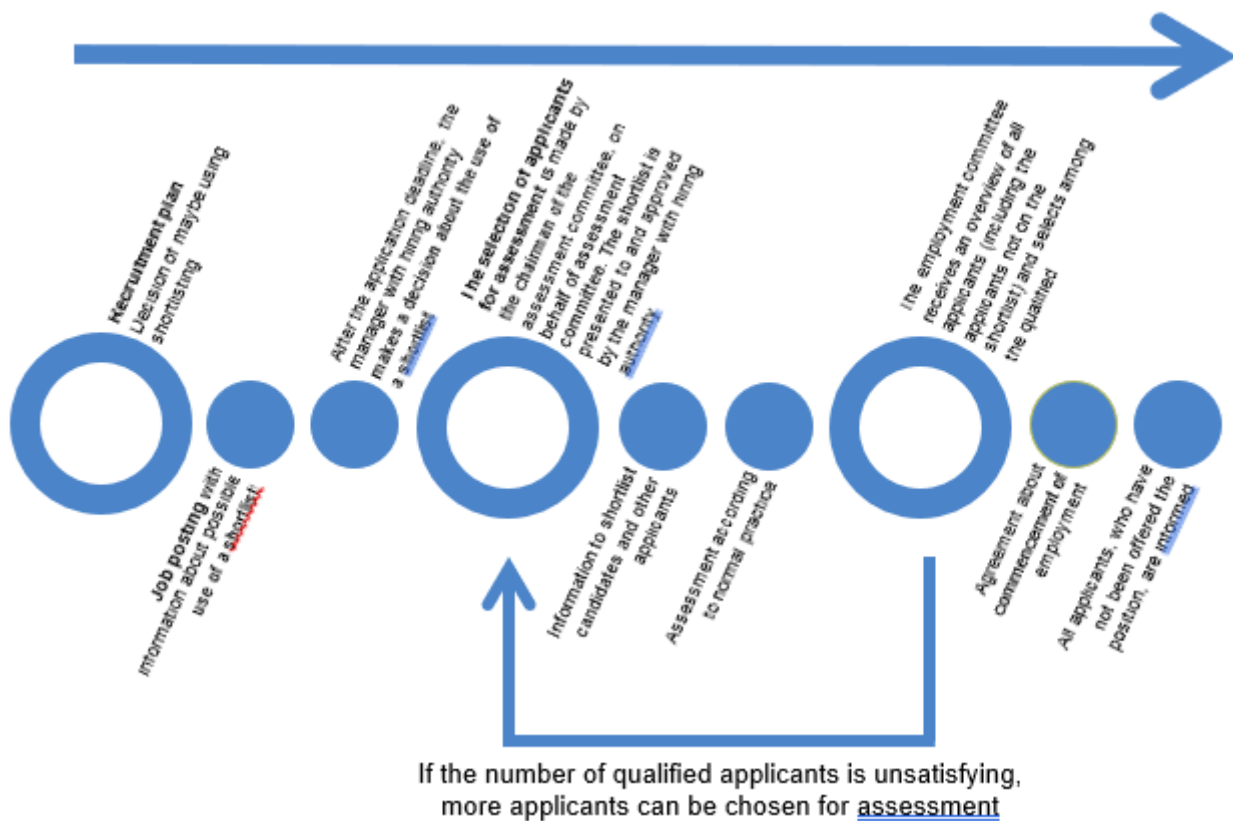
Shortlisted applicants are informed by the faculty that they are shortlisted and will undergo an academic assessment. At the same time, applicants are informed of the composition of the assessment committee and of the possibility of commenting later on the part of the assessment which concerns them.

Final rejections for shortlisted candidates will be sent at the end of the recruitment process. Applicants whose applications are not submitted for academic assessment will be informed of this by the faculty immediately after shortlisting. Final rejection letters will be sent at the end of the recruitment process to all applicants who have not been considered for the position.

- **Recruitment**

Recruitment will be from among the candidates who have received a positive academic evaluation. Final approval of recruitment is made in accordance with the rules in the Accounting Instructions, according to which, for example, for permanent academic posts, the dean gives final approval of recruitment.

### Illustration, use of shortlisting



SDU HR – Staff, in cooperation with the faculties, prepares standard texts for use in job advertisements, shortlisting letters and rejection letters.