



Guidance notes for the assessment of academic positions at Copenhagen Business School

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1. Purpose of the Assessment Committee

The purpose 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, dissemination, funding, etc. as provided for each type of academic position in the Job Structure for Academic Staff at Universities (see section 2); and
- 2) the requirements listed in the vacancy announcement.

The committee must ensure an impartial, qualified assessment of the applicants' academic qualifications. The committee is not to prioritise the applicants or determine who would be best qualified for the position. Each applicant must be assessed individually.

2. Qualification requirements

The qualification requirements in this section are central extracts of the Job Structure for Academic Staff at Universities ([UK](#) / [DK](#)), where the tasks of each academic position are also described. These formal academic requirements are one of two parts of the assessment. The other part of the assessment is to evaluate the applicants' qualifications based on the requirements stated in the vacancy announcement.

PhD Fellow

- To be deemed qualified as PhD Fellow, it is presupposed that the candidate holds a master's degree or equivalent academic qualifications (similar to 3+2 Bologna process) (DK: kandidat*niveau*).

Research assistant:

- To be deemed qualified as research assistant, it is presupposed that the candidate holds a master's degree or equivalent academic qualifications (DK: kandidat*niveau*).

Postdoc

- To be deemed qualified as postdoc, it is presupposed that the candidate's academic qualifications are at PhD level (i.e. PhD degree or the equivalent).

Assistant professor/researcher

- To be deemed qualified as assistant professor/researcher, it is presupposed that the candidate's academic qualifications are at PhD level (i.e. PhD degree or the equivalent).

Teaching assistant professor /teaching associate professor

- To be deemed qualified as teaching assistant professor or teaching associate professor it is presupposed that the candidate holds a master's degree or equivalent academic qualifications (DK: kandidat*niveau*).

Associate professor/senior researcher

- To be deemed qualified as associate professor/senior researcher it is presupposed that the candidate holds research qualifications at the level that can be achieved by satisfactorily completing a period of employment as an assistant professor/researcher/(postdoc), but may also be obtained in other ways.
- It is presupposed that applicants have received supervision and enhancement of pedagogical competencies and have received a positive written assessment of their teaching qualifications.

Senior advisor

- To be deemed qualified as senior adviser, it is presupposed that the candidate's research qualifications are at the level that can be achieved by satisfactorily completing a period of employment as a researcher/postdoc/ (assistant professor), but may also be obtained in other ways. I.e. same level of research qualifications as an associate professorship are required.
- Other qualifications may also be required, for example that the applicant, independently, has performed considerable advisory and communication tasks for authorities, the business community or society in general.

Professor with special responsibilities

- Normally, the post of professor with special responsibilities is established with a view to appointing talented researchers to develop a special field of research or education within a promising discipline at international level.
- To be deemed qualified as professor with special responsibilities the candidate must be at professor level. However, emphasis must be placed on the applicant's potential to develop the academic discipline and to produce original academic output at an international level. With emphasis being put more on potential than the formal requirements for a full professorship.

Professor

- To be deemed qualified the candidate must be able to document a high degree of original academic production at an international level, i.e. it must be documented that the applicant has contributed to developing the academic discipline.
- Emphasis must also be placed on assessment of the applicant's ability of research leadership skills, and possibly other management functions, e.g. in relation to CBS' external collaborations.

3. Confidentiality and conflict of interest

Work relating to the assessment is fully confidential. Members of the committee may only discuss the assessment with other members of the assessment committee.

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 assessment 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 HR.

4. 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.

If an applicant has submitted documentation in Danish or one of the other Scandinavian languages, the chair decides whether or not the committee needs the documentation translated partly or in its full into English in order to assess appropriately.

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.

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.

5. The assessment

The assessment must include the committee's assessment of the applicant's academic qualifications in the areas of research, teaching, dissemination as well as relate to potential further academic qualifications relevant for filling the vacancy. Please consult Appendix I for an overview of what is expected in an assessment report.

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

- an assessment of academic qualifications;
- an assessment of qualifications in teaching and dissemination;
- an assessment of other relevant qualifications;
- a concluding overall evaluation 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. The teaching portfolio is further described [here](#).

The assessment must be written in an appropriate objective language and it must be clearly stated whether the applicant is qualified or not. The assessment must be written in English. Should the specific situation call for an assessment written in Danish, in accordance with the CBS language policy, or if an applicant requests a translation into Danish, this shall be provided.

6. Handling the assessment in the online recruitment system

Once the assessment committee's work can commence, each member of the committee receives an e-mail. The e-mail contains a link to each application and provides access to the applicants' data. It is the responsibility of the chairman to submit the assessment and conclusion (qualified/not qualified) into this online form. Only the chairman can submit information. Other committee members can access the final assessment text via a link in the e-mail.

7. The next step in the recruitment process

All assessments must be approved by the relevant Head of Department who will check that all assessments live up to this guideline. Once approved by HoD the individual assessment report 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 and registration in prophix

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

Members employed by CBS will have hours registered. External members of the assessment committee will be contacted by HR in order to receive remuneration for the assessment work.

9. Deadline

Pursuant to the Ministerial Order on the Appointment of Academic Staff at Universities, a decision of employment must be reached no later than six months after the deadline for applications has expired. It is essential that the assessment committee observes the deadline for the assessment reports as defined by the hiring department.

10. Regulation

- The applicable Job Structure for Academic Staff at Universities ([UK](#) / [DK](#))
- The applicable Collective Agreement regarding Academic Staff

Appendix I – The assessment report

The length of the assessment report should be no more than 5 pages in total for each candidate.

This section is meant to specify and serves as inspiration for the content of a thorough and diligent assessment report; the list of items is not exhaustive. The assessment committee decides which items are relevant and necessary to cover to assess the applicants for the specific position, based on both the formal academic requirements and the announcement. The more senior the position is, the higher the requirements will be.

1. CV: is not to be repeated but commented in terms of extraordinary items.
2. Research: submitted articles are not to be summarized individually; instead synthesized in terms of:
 - a. Areas of research
 - b. Quantity of publications (number of publications; co-authored/single-authored)
 - c. Quality and relevance of publication (measured by journal rankings, citations, relevance to position, other indicators).
 - d. Potential (measured by pipeline)
3. Teaching: synthesized in terms of:
 - a. Topics of courses taught
 - b. Quantity of teaching (number of courses)
 - c. Quality of teaching (student assessment, topics of portfolio, study administration, courses)
 - d. PhD courses
 - e. Potential
4. Dissemination: synthesized in terms of:
 - a. Media presence
 - b. Collaboration with the business community
 - c. Potential
5. Fund raising: summarized in terms of
 - a. Number of grants
 - b. Size of grants
 - c. Other relevant items
6. Research management: summarized in terms of
 - a. PhD supervision
 - b. Organization of research groups, networks or international conferences
 - c. Participation in committees
 - d. Editorial experience
 - e. Other relevant items
7. Conclusion and recommendation