Personnel recruitment guidelines

1 Recruitment principles

University recruitment policy

The University of Oulu's recruitment policy is steered by both the University Strategy and the performance agreement made with the Ministry of Education and Culture. Under the status of a distinguished employer in research granted to the University of Oulu, the university also undertakes to comply with the European Commission's recruitment principles of Open, Transparent and Merit-based Recruitment of Researchers (OTM-R) as the basis of recruitment.

By way of its recruitment policy, the University of Oulu wishes to strengthen its competences and, in accordance with its profile, establish itself as an attractive employer and a research community contributing to the resolution of global challenges. The University of Oulu offers opportunities for career advancement, and these guidelines describe practices related to this pursuit.

The recruitment policy consists of:
- Balanced renewal of the personnel structure
- A well-functioning entity of career options
- Visibility in the recruitment channels in accordance with the university profile
- Quality of the selection processes.

Balanced renewal of the personnel structure

The importance of personnel planning, the resources of the units and the ability to anticipate these becomes emphasised, since the need to have each position fulfilled is considered on the basis of the university's strategic goals and profiling, personnel plan and resources.

Each unit's personnel plan defines the correct personnel structure with a view to the unit's goals and profile, and the correct proportioning of positions between the various levels of a researcher career. It also makes provisions for the re-allocation of the positions being vacated due to foreseeable changes in personnel and retirement decisions. The units need to identify the critical competences and skills required by the strategy and strengthen their competences in accordance with future needs.

A well-functioning entity of career options

In every recruitment situation, a review is made on which would be the best career option for the unit with a view to its goals, personnel structure, tasks, and competence needs.
The positions/career options in use at the University of Oulu:

**Professor**  
The highest-level research and teaching position

**Professor of Practice**  
Professor with a high-level competence of working life outside the university. The person being recruited promotes the university's social interaction and visibility with his or her personal competence.

**Four-stage research career system**  
The positions after the completion of the doctoral thesis on the four-stage research career system (postdoctoral researcher, senior research fellow, professor). Advancing from one career level to the next requires particularly meritorious activity, meeting of competitive goals, and undisputed qualifications.

**Tenure track positions**  
A career path filled through international competition, where the person has a subjective right to advance from one career stage to the next through external evaluation. Recruitment and advancement to the next stage require an excellent grasp of science level and particularly successful performance in all areas included in the position's task description.

**Teaching-oriented positions**  
Lecturer, clinical instructor, and tutor. In addition to scientific merit, the positions require proven teaching skills and enthusiasm to teach.

**Other university career positions**  
Management positions, experts, project tasks, support tasks

**Doctoral Student**  
A person working on his or her doctoral thesis

To ensure implementation of the personnel plan and a balanced personnel structure, the units also need to be able to identify the opportunities for active direct recruitment. In situations where personnel are recruited to fixed-term positions, it needs to be ensured that the duration of the employment contract is sufficiently long with a view to the position and that justifications for the fixed-term nature of the position are provided.

**The University of Oulu’s visibility in the recruitment channel**

In recruitment-related matters, the University of Oulu’s visibility in international and national media and communications channels is executed following commonly agreed upon principles. Uniform visibility contributes to enhancing the University of Oulu’s attractiveness as an employer. The brand compliance of the recruitment visibility is ensured with the support of the Unit of Communications, Marketing and Public Affairs.

**Ensuring the quality of the selection process**

Recruitment is an economically important long-term investment. Therefore, the best candidate meeting the position’s requirements will always be recruited to
every open position. If none of the applicants meet the requirements of the position, the recruitment will not take place.

Finding the best applicants requires an open and transparent recruitment process, and true recognition of achievements and competences. If necessary, external high-level experts will be used in the selection process to evaluate the standard of applicants and to ensure the impartiality of the selection process.

Successful choice of personnel will be guaranteed by using the selection process as instructed.

All applicants shall be treated equally, and the equality between genders and different applicants shall be taken into consideration.
2 General procedural guidelines for the recruitment process

To ensure the quality and smooth running of the recruitment process, the university shall follow uniform procedural guidelines as described below. The processes concerning different positions have been defined in closer detail under the recruitment instructions for the particular position.

Before any application/selection processes are launched, the Human Resources Services must always be contacted for the practical implementation of the application process. The management may provide guidance for selection procedures for different positions and the relevant limitations.

Recruitment channels

Before the positions open for application are announced, the contents, requirements and selection criteria for each position shall be defined. Where pertinent, a separate description of the position shall be prepared and it can be attached to the announcement for applications.

Open positions are announced using a form of announcement in the extent considered appropriate for each situation. The options are:

- University web pages and social media channels
- Agreed upon newspapers
- Electronic recruitment channels (e.g., Academic Positions, LinkedIn, MOL)
- International application channels
- Professional publications

The announcement can be published as an internal recruitment on the university intranet site, especially in cases where the position is fixed-term or the potential for applicants inside the University is known.

Announcement of open positions is a centrally managed service by Human Resources Services. Uniform visibility is ensured with the support of marketing and by using announcements that comply with the university’s brand. Social media is an important way of disseminating recruitment announcements.

Direct recruitment can be used in situations where it is considered to promote a positive recruitment outcome. Persons hired by means of direct recruitment must be indisputably qualified for the position, and it must be evident that an open application process would not have produced a better outcome in terms of quality.

Selection process

The applicants submit their applications in the electronic SAIMA recruitment system, managed by Human Resources Services. No other application channels are used. Legislation on publicity of official documents is applied to the application documents.

The person authorised to recruit to a position considers whether a recruiting committee is necessary or whether an appointed person shall make the preparations. The role of a recruiting committee may be defined as obligatory in position-specific instructions. The person authorised to recruit shall appoint the recruiting committee or a person responsible to prepare the recruitment campaign. A chairperson shall be appointed for the recruiting committee when the group is formed. The requirements of the Equality Act and potential disqualification criteria shall be taken into consideration in assembling the group. The disqualification of persons involved is governed by the provisions of Sections 27 - 29 of the Administrative Procedure Act.

The recruiting committee is tasked with defining the task description and the selection criteria for the position, drawing up a summary of the applicants in SAIMA, assessing the merits of each applicant on the basis of applications, portfolios and other documents, and interviewing the applicants they consider the
best. In the interview all the candidates shall be asked about the same issues according to the interview framework.

The recruiting committee determines the manner in which teaching merits shall be evaluated for teaching positions, and organises the sessions and selects the methods for giving teaching or skills demonstrations required for the purpose.

At the discretion of the recruiting committee or the decision-maker, the aptitude of the candidates may be tested by an external service provider. It is especially important to consider the possibility of aptitude testing when recruiting people to managerial/supervisory positions. The Human Resources Services will send out a tender to service providers in the field, if necessary.

In accordance with the Act on the Protection of Privacy in Working Life, the employer shall collect personal data about the employee/applicant primarily from the employee/applicant him/herself. In order to collect personal data from any other source than from the employee/applicant him/herself, the employer needs to obtain the consent of the employee/applicant.

Based on the merits presented by the applicants, interview and possible aptitude evaluation, the recruiting committee/person responsible for preparing the recruitment makes a proposal for the person to be appointed and submits it to the person responsible for making the selection decision. The selection proposal is made in writing, and it shall be carefully justified. In addition, the attachments (selection memo with justifications, degree certificates, employment certificates, CV, etc.) needed for making the selection shall be delivered to the person acting as presenter or to the human resources secretary preparing the employment contract.

**Persons authorised to recruit**

In accordance with Section 17 of the Universities Act, the rector has the authority to decide on the hiring and dismissal of staff. By his/her decision, the rector may delegate this task to another university organ or person. In accordance with the rector’s decision concerning the competence to appoint personnel (11 January 2016, hereinafter the ‘delegation decision’),

- the proper vice-rectors have the competence to appoint professors,
- the deans have the competence to appoint professors with a fixed-term contract (of less than two years total),
- the deans have the competence to appoint faculty staff, and
- the administrative and human resources directors have the competence to appoint other personnel.

Decisions regarding recruitment are made based on presentation. The presenters have been defined in the delegation decision.

**Preparing an employment contract**

By signing the employment contract, the decision-maker authorised by the rector makes the recruitment decision. A written employment contract is always prepared in two copies in good time before the start of the employment relationship. The employment contract may be prepared in Finnish or in English. After having been signed by the employer’s representatives, the contracts shall be delivered to the employee for signing. Separate guidelines have been issued on drawing up an employment contract and determining the salary of new employees (guideline issued on 24 August 2011).

The other candidates will not be informed about the selection before the employment contract has been signed. In the faculty, the person responsible for informing the other candidates is the administrative director, and for other selection processes, Human Resources Services.

The grounds for the fixed-term nature of the employment contract and its duration shall always be noted in the contract in accordance with the Employment Contracts Act and the University Guidelines issued on the use of fixed-term employment contracts and the obligation to inform applicants of their grounds. The
grounds for a fixed-term employment contract – such as substitution, final thesis, postgraduate studies, project work or internship – shall always be carefully-defined in the contract. Detailed instructions on the provision of grounds for a fixed-term employment contract are provided in the guidelines issued on preparing an employment contract and the guidelines on fixed-term employment.

It is not necessary to use a recruitment committee, interviews or aptitude evaluations when fulfilling a fixed-term position for a short period of time, for one time only, or when changing a fixed-term contract into a permanent one. However, the selection proposal must be made in writing, and carefully justified in these cases as well.
3 Position-specific guidelines

3.1. Four-stage research career system

The personnel qualification requirements and the hiring principles and criteria for the various university positions have been defined in the University of Oulu Rules and Regulations.

Advancing in the four-stage research career system (doctoral student, postdoctoral researcher, senior research fellow, professor) requires undisputed qualifications and particularly meritorious activity, which must be linked to the university strategy, the unit’s goals, personnel plan and economic framework. On the career path following the post doc stage, the selection criteria used include the applicants’ research merits, scientific publications and research plans in relation to the description of the position. When necessary, external experts shall be used in the selection process. External experts must always be used when the applicant’s undisputed qualifications cannot be otherwise reliably established, and when a person is advancing from one career level to the next, or when changing the position’s status to a permanent one. The evaluation criteria for various positions are defined in advance, and their weight in relation to the content of the position are estimated. In addition to scientific merit, the evaluation criteria shall include any other competence and skills (e.g., project competence, networking skills, teaching skills, and other merits) that support research work. The prerequisite for a transfer to a new job category is that the requirements of the new position are met, and that there is a possible need for a change of positions in the unit in question. Advancing from one level to the next is not a subjective right in any other position than those in the tenure track system when the evaluation criteria are met.

In their personnel plans, the university units shall make provisions for having positions in the right proportion for all the different stages of a research career. It is especially important to ensure that there is a sufficient number of postdoctoral researchers in proportion to the doctoral student positions.

The units shall ensure that the research career periods are implemented as provided in the guidelines, thus guaranteeing those pursuing a career as researchers opportunities for carrying out sufficiently long-term research. The fixed-term employment contract must be justified not only in terms of the position, but also in terms of the duration of the fixed-term period. When determining the total length of the different periods of a research career, absences due to maternity or parental leave, sickness, military service or civil service shall also be taken into consideration in accordance with the human resources policy of the university.

The dean appoints, when necessary, a recruiting committee to prepare the recruitment campaign for post-doc positions. A recruiting committee shall always be appointed if a person is being recruited to the position of a senior research fellow on a permanent basis.

Units may make proposals to the dean on transferring people to a higher-level position and they can initiate the evaluation process needed for such a transfer.
3.2. The criteria for the different positions in the four-stage research career system

In the recruitment for the different positions in the four-stage research career system, the following criteria, based on the University Board’s decision issued on 15 June 2011, shall be applied:

**Doctoral Student, PhD Student**

The requirements for the position of a doctoral student are a master’s degree and an approved research plan. In addition, the candidate should qualify as a student for the doctoral programme corresponding with the field of the position, and, during his/her studies or otherwise, s/he should have shown ability and motivation for postgraduate studies and completion of the doctoral degree in accordance with the research plan. As a rule, the application form for the right to study must be submitted to the graduate school before the beginning of the doctoral student’s employment relationship, or immediately after it has begun, at the latest.

Doctoral students/PhD students are recruited for a fixed term, generally for one four-year period. If the position includes more teaching tasks than usual or it is part-time, the duration may exceptionally be six years at most. Even in these situations, a four-year doctoral training period shall be included in the overall position. For a justified reason, the training periods and therefore the employment periods for a doctoral student may consist of several separate periods. The follow-up on the doctoral student’s progress is important, and the University of Oulu Graduate School (UniOGS) determines the more detailed criteria for this.

With regard to doctoral students selected for doctoral programmes funded with separate funding and coordinated by the graduate school, the principles specified in the application guidelines to these programmes shall apply in addition to the guidelines described above.

In the case of doctoral students, it is recommended that, on the basis of parental leave, their employment contract be extended in accordance with the duration of the maternal/parental leave. On the basis of child-care leave, it is recommended that the contract be extended for up to one year within the programme funding.

**Postdoctoral researcher**

The position of a postdoctoral researcher (or assistant professor in the tenure track programme) is for persons who have recently finished their doctoral dissertation and are advancing towards a professional research career. The position is always fixed-term and the duration varies from three to five years. A person may be appointed to the position of postdoctoral researcher for two periods at the most. A postdoctoral researcher may also work on project assignments. Only doctors who have completed their doctoral thesis less than 10 years ago can be appointed to the position of a postdoctoral researcher.

A person appointed as a postdoctoral researcher must have an applicable doctoral degree, the ability to carry out independent scientific work, and teaching skills required for the position.

The selection criteria for an assistant professor are the following:

- Research potential and merit applicable to the position to date (publications, internationally refereed publications in particular; participation in acquiring funding/funding granted; connections with the international community in the field)
- In most fields, having experience of working abroad during the professional research career is common
- Demonstrable development of skills is the prerequisite for a continuation period
- Evaluation by experts is required when advancing to the position of senior research fellow
Senior Research Fellow

A person appointed as a senior research fellow (or associate professor in the tenure track programme) shall have an applicable doctoral degree, scientific research merit, and teaching skills required for the position. The prerequisite for the position is the ability to lead a research group and to acquire supplementary research funding. When selecting a person for the position, academic work abroad, as well as merits in international co-operation are considered to be valuable.

The employment contract for the position of senior research fellow is made for a fixed period of five (5) years. A person may continue in the position for several periods, or the position may be made permanent. The prerequisite for granting continuation periods is that the senior research fellow has met the criteria specified above and succeeded in his/her research work. The requirements for making the position permanent are that the person in question has carried out his/her tasks especially meritoriously and that an external evaluation is conducted. Furthermore, the change needs to be based on the university’s strategy, goals and personnel plan. External experts shall always be used in the evaluation process when a senior research fellow is recruited on a permanent basis, or when a postdoctoral researcher or an academy research fellow advances to the position of senior research fellow. Recently received docent statements may also be used in this evaluation if they take into consideration the above-mentioned criteria.

When recruiting for the position of senior research fellow, the evaluation in all university units shall be conducted based on the following criteria:

- Publications on an international level: dissemination, quality of the publication forums, references to the publications
- An active role in research training
- Acquisition of supplementary funding
- Working in more than one research facility during one’s career (in most fields represented at the University of Oulu, this signifies working abroad)
- An active role in the international scientific community
- Acknowledgements and awards.

Professor

The position of professor shall be filled in accordance with the personnel plan approved by the faculty and the rectorate’s approval. The selection procedure shall be carried out in accordance with the guidelines provided separately in paragraph 3.3.

Teaching-oriented positions

When appointing personnel and deciding titles for other academic research and teaching positions, the decision of the University Board on the structure of teaching and research positions and the qualification requirements defined in the University of Oulu Rules and Regulations shall be observed. A person appointed to the position of university lecturer and clinical instructor is required to have an applicable doctoral degree, and the ability to provide high-quality research-based teaching and supervise final theses. When evaluating the qualifications of the applicants for the positions of university lecturer and clinical instructor, the factors to be taken into consideration include their scientific work, practical experience in the field where applicable, teaching experience and pedagogic training, the ability to produce teaching material, and other merits as a teacher. Good teaching skills are demonstrated with a teaching demonstration.

The position of a university teacher requires an applicable master’s degree and good teaching skills. An extensive knowledge of the field, pedagogic training, and the ability to produce teaching material and to administer versatile teaching are particularly valued. Good teaching skills are demonstrated with a teaching demonstration.
Persons in teaching-oriented positions are expected to complete at least 25 credits of university pedagogical or equivalent studies within two years of the beginning of employment, unless the person selected has already completed these studies by the time employment begins. This applies to persons recruited for an indefinite period of time or for a period of at least five years. University pedagogical studies refer to higher education pedagogical studies or studies included in teacher training.

The positions of a university lecturer and a university teacher are primarily permanent. The positions of a clinical instructor may be fixed-term (five years) or permanent.

The qualification criteria for teachers in teacher training schools, as well as recruitment procedures for the positions, are defined in the rules and regulations of teacher training schools. When recruiting staff for the Teacher Training School, the Act on Checking the Criminal Background of Persons Working with Children shall also be applied. In such cases, the announcement for applications shall mention that the person appointed to the position shall present an extract of his/her criminal records in accordance with Section 6, Paragraph 2 of the Criminal Records Act. When necessary, a basic security check is also conducted for other personnel being recruited.

3.3. The position of professor

Qualifications for the position of a professor

In accordance with Section 33 of the Universities Act, containing the regulations on the duties and selection process of a professor, the post of professor must be publicly announced vacant when a person is hired into an employment relationship in force until further notice. The post of professor may be filled by invitation without public notice of vacancy when a professionally distinguished person may be invited to take the post or a person is appointed for a fixed period to the post. Only a person who indisputably fulfils the qualification requirements may be appointed to the post by invitation.

Before the selection, statements concerning the qualifications and merits of persons applying for and invited to the post must be requested from a minimum of two experts where a person is appointed to a position in effect until further notice or for a fixed period of at least two years. The disqualification of experts is governed by the provisions of Sections 27 - 29 of the Administrative Procedure Act. A university may award the right to use the honorary title of professor to a person in its employ.

A person appointed to the position of professor must have a doctoral degree, high-level scientific or artistic competence, experience in leading scientific research, ability to provide high-level research-based teaching and to supervise final theses, and merit in international co-operation projects in his/her field of expertise. The position of a professor also requires the ability to act as an academic leader. When evaluating the merits of an applicant, his/her scientific publications and other research results with scientific or artistic value, teaching experience and pedagogic training, ability to produce teaching material, other merits as a teacher, teaching demonstrations and supervised doctoral theses shall be taken into consideration. Other factors to be taken into consideration are the active role of the applicant in the scientific community, practical experience in the field where applicable, success in acquiring supplementary research funding, scientific work abroad, international positions, and leadership and interaction skills.

Separate instructions may be given on evaluating the artistic competence and practical experience in the field required by the position of professor.

Recruitment process for the position of a professor
An open or new professorship shall be filled according to the approved personnel plan of the faculty. All professorships that are to be filled and how they are to be directed are processed in the personnel planning phase in the Faculty Executive Group, and in the University Rectorate prior to the application process.

After the University Rectorate has processed the matter, the dean decides on the initiation of the recruitment process.

In accordance with the Universities Act, the position of a professor must be publicly announced as open when recruiting a person for an employment relation in force until further notice. An international application process is required in the application process for professors, unless there are specific grounds for proceeding otherwise.

The decision on the invitation procedure is made by the dean after the matter has been processed by the University Rectorate. Continuing the employment of a professor appointed to a position for a fixed-term with another period always requires an external evaluation.

When abiding by the tenure track system as related to the four-stage teaching and research career system, the procedures in accordance with the relevant guidelines shall be observed regarding an invitation to a position.

**Recruiting committee**

The dean appoints a recruiting committee to prepare the recruitment process or the invitation procedure for the position of professor. A chairperson is appointed for the recruiting committee when it is formed, unless the dean him/herself acts as the chairperson of the committee.

Three to five professors or other members of the teaching or research staff who represent the particular field or a field related to the position of a professor that is being filled are invited as members of the recruiting committee.

The recruiting committee prepares the contents of the announcement for applications, the job description, the description of the recruitment process, and defines the selection criteria for the position in question. It also defines the procedures for evaluating practical experience or artistic qualifications. With their application, the applicants are requested to submit a sample portfolio, a CV, or an equivalent specification of their merits and activities relevant to the position. The applicants shall be advised to use the template for a researcher’s CV in accordance with the recommendations of the Finnish Advisory Board on Research Integrity (TENK) as a basis of their CV.

The announcement for applications shall mention if there is a limit for the number of publications to be sent to the experts, as well as information about other material to be submitted with the application.

The recruiting committee proposes the alternative experts and prepares a description of the working environment concerning the position to be sent to the experts. The experts to be used in the selection shall be confirmed by the Research Council based on the proposal of the recruiting committee. When selecting the experts, the different schools of thought that the applicants represent within the field are taken into consideration, to the greatest extent possible, and equal opportunity is applied in other ways as well. International professor-level experts are generally used. The disqualification of experts is governed by the provisions of Sections 27 - 29 of the Administrative Procedure Act. Guidelines on the expert proposal to the Research Council is provided as an appendix to this document.

The recruiting committee interviews the applicants that they have evaluated as being the best in accordance with the interview framework prepared in advance. The dean participates in the interviews, even if s/he is not a member of the recruiting committee.

The recruiting committee determines the manner in which teaching merits shall be evaluated, and organises the sessions for giving teaching demonstrations, if
required. The students may be represented in evaluating the teaching demonstration.

It is possible to use external service providers for evaluating the aptitude of the applicants. Human Resources Services sends out a tender to service providers in the field, if necessary.

Experts

The dean invites at least two (2) external experts confirmed by the Research Council. The applicants shall be informed about the selection of the experts.

The experts shall receive copies of the application documents deemed necessary for their expert task, the amount of publications determined by the recruiting committee, as well as information regarding the qualification requirements and a description of the operational environment where the position shall take place. At its discretion, the expert group may limit the number of applicants to be included in the expert procedure on the basis of the estimated merits of the applicants. Justifications must be presented for any limitations.

The experts are requested to make a written statement, by a reasonable deadline, especially concerning scientific competence and other merits, as far as possible, of the applicants for the professorship in question and to rank at least the most competent applicants for the position according to their preference. The guidelines on written and numerical evaluations to be sent to the experts are provided as an appendix to this document.

In the event of an invitation procedure, the experts are requested to present their opinion on whether the person being considered is indisputably qualified for the position.

The expert statements shall be submitted to the applicants for their information.

Selection proposal

Based on merits presented by the applicants, expert statements, interview, teaching demonstration, teaching merit and other factors arisen, the recruiting committee prepares a proposal on which of the applicants should be considered for the position and who the recruiting committee would recommend for the position, or whether the person being considered for the position indisputably meets the qualification requirements.

Based on the proposal of the recruiting committee, the dean submits his/her proposal with appropriate grounds and attachments to the Human Resources Services, which shall prepare the employment contract in accordance with the selection decision.

Selection decision

After having received the proposal, the rector makes the recruitment decision. When necessary, the rector may request additional information for recruitment purposes.

The employment contract for a professor shall be prepared at Human Resources Services. Other applicants shall be notified about the selection through the electronic recruitment system. The notification shall be made by the faculty’s administrative director.

Fixed-term positions of a professor

The title of ‘professor’ or ‘research professor’ may be applied to a fixed-term position if the person is responsible for the duties of a professor and fulfills the qualification requirements for the position. The qualification requirements for the position of a professor have been defined in the University Rules and Regulations. They also apply to substitute professorships. Recruitment of a fixed-term professor requires the approval of the human resources director and processing of the rectorate, if necessary. The same procedures described above shall be
applied to the recruitment of a fixed-term professor if the duration of the employment is over two (2) years in total. The fixed-term nature of the employment contract shall be justified as required by the Employment Contracts Act, and this shall be noted in the contract.

Professor of practice and assistant professor

The qualification requirements for the positions of professor of practice and an assistant professor have been defined in the University Rules and Regulations. Separate guidelines have been issued on filling the position of a professor of practice (see appendix). The position of assistant professor is used only in the tenure track system and the selection process has been described in the guidelines regarding the system.

Awarding the honorary title of professor

The rector may, based on a proposal with justified grounds by the dean, award a person employed by the university the right to use the honorary title of professor. The rectorate shall process the proposal and agree on the process required.

3.4. Guidelines on the tenure track career path

The researchers and teachers working at the University of Oulu can serve in a tenure track position or a non-tenure track position (personal research career). The researchers appointed to a tenure track position may advance in their career through the tenure track process and be appointed to a permanent position as a professor or a distinguished professor.

A person selected to the position of an assistant professor in the tenure track system must have an applicable doctoral degree, the ability to carry out independent scientific work, and teaching skills required in the position. In addition, s/he is required to have shown ability and motivation for pursuing a scientific career.

The criteria of the various position stages (assistant professor, associate professor), qualification criteria, and the determination of employment periods used as the basis for advancement of a career follow the same grounds as on the four-stage research career system.

Tenure track procedure

- Universities may have tenure track programmes or recruitment processes initiated by the Research Council, or tenured positions of various faculties
- A tenure track position must always be approved in the personnel plan of the faculty, and it requires a long-term funding commitment within the scope of the university’s financial situation
- Launching of a tenure track process always requires a decision by the rectorate and an international application process
- Call for the tenure track positions is initiated by the Research Council or the faculty after the above-mentioned processes have been completed
- The programme does not exclude researchers at any career stage, but based on the experience and competence of the person being appointed, the position may be within the range of assistant professor – associate professor – professor – distinguished professor.
- When recruiting for the positions, outstanding scientific quality is set as a requirement (‘world-class level’, Academy of Finland scoring 5-6 out of 6, excellent-outstanding), and this must be verified via references from high-level international researchers (two to four referees)
- In filling the tenure track position, a separate recruiting committee appointed by the dean must always be established, and it also evaluates the advancement from one level to the next on the basis of the statements from expert referees
- The experts used in the selection or promotion from one tenure level to the next are confirmed by the Research Council or a separate tenure track committee based on the proposal of the recruiting committee
- Guidelines on the expert procedure are provided as attachment to this document
- Before the appointment or promotion from one level to the next, the tenure track position must be approved by the university’s joint tenure track committee, whose task it is to ensure that the persons appointed to the tenure track positions fulfil the requirements for a high-level researcher and that the evaluation has been performed internationally and according to sufficiently high standards
- The Research Council or a separate committee appointed by it may serve as the tenure track committee
- In case the applicants do not meet the requirements, the recruitment will not take place, the continuation period is not granted, or the person is not appointed to a permanent position
- In the recruitment process for a tenure track position, the call for applications must state that the position is a tenure track position and that the University Guidelines on Filling Tenure Track Positions shall be taken into account in filling the position.

The following guidelines must be followed both in the initial recruitment phase and in promotion from one position level to the next:

- The recruiting committee introduces the applicants, their merits and the evaluation process to the dean and makes a proposal for appointment; the dean presents the appointment proposal to the tenure track committee
- The final recruitment decisions are made in accordance with the rector’s decision for delegation after approval by the tenure track committee
- When recruiting for the position of a professor, an invitation procedure in accordance with the Universities Act must be observed

Preparations for promoting a person appointed to a tenure track position to the next career level will be initiated by the director of the unit 18 months before the end of the term of office of the person in the tenure track position. The person submits an application with a CV to the recruiting committee, and the committee acquires two to four statements from high-level international researchers approved by the Research Council and presents the appointment proposal to the dean.

These guidelines shall enter into force immediately and replace the guidelines on recruiting personnel, the tenure track procedure and the four-stage research career procedure issued on 16 April 2015. These guidelines have been processed in the Co-operation Council of the University on 16 June 2016. These guidelines shall remain valid until further notice.

Rector
Jouko Niinimäki

Administrative Director
Essi Kiuru

APPENDICES
Guidelines on the Expert Proposal to the Research Council
Guidelines on Filling the Position of a Professor of Practice