

## Memorandum

### Job Structure for Academic Staff at Universities 2007

#### General comments

This memorandum stipulates the job structure and the contents of the job categories which may be assigned to academic staff at universities under the Ministry of Science, Technology and Innovation.

The job structure which comes into effect on 1 January 2007 constitutes a revision of the structure of 1 January 2005 and applies to posts advertised on or after 1 January 2007. For positions that do not require advertisement, the job structure is valid for posts that are filled on and after 1 January 2007.

The job structure provides the framework for the positions. The university management defines the specific job content and specifies the tasks in the individual advertisements.

The exact provisions regarding advertisement and assessment are stipulated in the Ministerial Order in force at any time on the appointment of lecturers and academic staff at universities (the Appointment Order).

Attention is, furthermore, drawn to the Fixed-Term Employment Act, the objective of which is, among other things, to define a framework that will prevent abuse of the system as a result of multiple consecutive fixed-term posts. Under the Act, the renewal of multiple consecutive fixed-term posts held by employees involved in teaching and research activity may not take place more than twice, cf. Section 5 (2) of the Act. Subsequent employment in a new job category is not regarded as renewal subject to the Act.

In connection with absence due to maternity/paternity leave or adoption leave as well as long-term illness, the maximum limits for the total employment period set out in this memorandum are prolonged corresponding to the length of the period of absence.

Staff who at the commencement of this job structure are employed according to the previous job structure, or who are employed at sector research institutes that are integrated into universities, and who therefore are employed according to the job structure of sector research institutes retain their present job titles and employment conditions.

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### **Revision of the job structure**

The revision of the job structure has taken place within the framework of the University Act. The job structure must, therefore, be implemented in accordance with the provisions of the Act, including among other things the provisions regarding researchers' freedom of expression and freedom of research

Thus, it appears from section 2 (2) of the University Act that the university has freedom of research and shall safeguard this freedom and ensure the ethics of science.

It appears, furthermore, from section 17 (2) that the Head of Department may allocate specific jobs to specific employees. Members of the academic staff are free to conduct research within the strategic framework laid down by the university for its research activities to the extent that they have not been allocated such jobs.

It appears, furthermore, from the explanatory notes that the individual researcher enjoys freedom of research within the academic field of his/her employment, although bound by the obligations arising out of the employment. This means that the individual researcher can freely choose methodology, approach and subject within the research strategies of the university as laid down in the performance contract. By virtue of his/her powers to issue instructions, the Head of Department can instruct a researcher to address a particular task. To the extent that a researcher is not instructed to address any such tasks, a researcher is free to conduct research within the research strategies of the university.

Lastly, it appears from section 2 (3) of the University Act that the university as a central knowledge-based body and cultural repository shall exchange knowledge and competencies with society and encourage its employees to take part in the public debate.

### ***Structure of the Memorandum***

In connection with the revision, the structure of the Memorandum concerning the job structure has been changed, which means that positions that may be used within the entire university field will, in future, be categorised according to level. The positions have been divided up into the following levels:

1. Positions below the level of assistant professor
2. Positions at the level of assistant professor
3. Positions at the level of associate professor
4. Positions at the level of professor

The job structure comprises, furthermore, a number of other job categories that may be used within delimited areas.

### ***Principal positions***

In future, the principal positions will include assistant professor/researcher/postdoc, associate professor/senior researcher, professor with special responsibilities, and professor. The principal positions constitute coherent career progression.

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The universities' core activities consist of conducting research and providing research-based teaching up to the highest international level. Therefore, the principal positions involve both research – including the duty to publish and disseminate academic material – and research-based teaching.

The university may, furthermore, provide research-based Public Sector Consultancy, including guidance, public authority tasks, development work, communication and operational duties. In connection with appointments to the job varieties of researcher and senior researcher, the university may, in this connection, under certain circumstances and to a limited extent deviate from the requirement that the posts must include teaching responsibilities, for example in the case of researchers from sector research institutes or the business community who have no experience of teaching but possess other relevant competencies. It is, furthermore, possible to a limited extent in special fields, e.g. museums, libraries and the forensic areas to allow teaching responsibilities to be replaced wholly or partly by other academic duties incumbent on the place of employment.

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It is the responsibility of the university management at all levels to ensure coherence between the research conducted and the educational programmes provided by the university. Similarly, it is the responsibility of the university management to ensure that the balance between research and teaching is maintained in order for the university to be able at all times to cover the need for research-based teaching and thus meet its obligation to conduct research and provide research-based education up to the highest international level.

#### *Integration of sector research into universities*

Positions at sector research institutes that are integrated into universities must in future be filled according to the universities' job structure. Sector research posts such as researcher, project researcher, senior researcher, project senior researcher and research professor have, in this connection, been integrated into the university positions of assistant professor, associate professor and professor. At the same time, the post of postdoc has been integrated into the assistant professor position.

The new broad positions of assistant professor/researcher/postdoc and associate professor/senior researcher may be implemented in the job varieties described in the job structure. Positions at the level of associate professor will include associate professor and senior researcher. Positions at the level of assistant professor will include assistant professor, researcher and postdoc. The job title of the employee depends on the variety of the general position in which the person concerned is employed.

Transfer from one job variety to another may take place as a consequence of a change of tasks as these are allocated by the Head of the unit in question. It is recommended that changes to the composition of an employee's tasks should be discussed between the employee and his or her Head of unit. Similarly, in connection with transfer from one job variety to another, it should be taken into consideration that the employee should be ensured a composition of tasks enabling continued academic development. Transfer from one job variety to

another requires no job advertisement. Pursuant to the Fixed-term Employment Act, job varieties are regarded as one general position.

### ***Integration of clinical positions into the ordinary job structure***

In connection with the revision, the clinical job structure has been partly integrated in the ordinary job structure. It remains a basic assumption that positions in the clinical field are closely linked to the treatment of patients. Thus, it is normally assumed that an employee holding a clinical position has, concurrently, a position involving the treatment of patients. A medical position, for example, requires typically employment at a hospital with teaching responsibilities, or that the employee operates a general practice.

## **Description of the individual positions**

### **1. Positions below the level of assistant professor**

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#### ***1.1. PhD Fellow***

The post of PhD fellow is a fixed-term education position. The appointment of PhD fellows is subject to the protocol to the agreement covering staff with university degrees in the state sector.

PhD fellows may be employed in the clinical area.

#### ***1.2. Research Assistant***

The post of research assistant is a fixed-term academic position. The principal duties are research and/or teaching. A minor part of working time may be spent on academic development as well as the performance of other responsibilities.

The post is held for a maximum of three years. Reappointment is not possible. At the end of the period of employment, the post is terminated without further notice.

Applicants for the post of research assistant must have a master's degree.

#### ***1.3. Assistant Lecturer***

The post of assistant lecturer is a part-time position with a view to independent performance of teaching duties, normally of an elementary nature, or instruction that supplements teaching provided at the level of assistant professor, associate professor or professor. Assistant lecturers carry out teaching activities in the relevant subject according to the regulations of the institution. Assistant lecturers must have special permission to act as examiners.

The post is held for a maximum of three years. Reappointment is possible to the extent this is in accordance with the Fixed-Term Employment Act, cf. above. The specific number of hours, etc., is fixed for each semester within the agreed framework.

Applicants for the post of assistant lecturer must have a master's degree.

#### ***1.4. Part-time Lecturer***

The post of part-time lecturer is a part-time position with main emphasis on the performance of qualified teaching duties. The objective of a part-time lectureship is to enable the appointment of lecturers with relevant practical experience or special qualifications at high level.

Part-time lecturers must independently plan and implement teaching activities according to the institution's regulations, hold lectures, prepare and carry out examinations and other assessments.

Both permanent and fixed-term employment is possible. The specific number of hours and any participation in examinations, etc., is fixed for each semester within the agreed framework.

Applicants for the post of part-time lecturer must have a master's degree as well as additional qualifications at high level, for example particular areas of specialisation, expertise or practical experience achieved through employment involving practical application of the discipline. Teaching qualifications form part of the basis of the assessment.

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## **2. Positions at the level of assistant professor**

### ***2.1 The post of assistant professor/researcher/postdoc***

Applicants for the post of assistant professor/researcher/postdoc must hold academic qualifications at PhD level.

The post of assistant professor/researcher/postdoc may take the form of a fixed-term post held for a maximum of four years – in the clinical area, however, up to five years – or a permanent post as part of which the employee after a maximum of four years transfers to a position of associate professor/senior researcher/senior adviser, provided that the employee, with the agreement of the university, is recommended for assessment and is deemed qualified.

If the position is permanent, the assessment will normally take place within the last six months of the appointment. Employees with credit for previous posts within a relevant area may submit a request to be assessed at an earlier date. Assessments may not be conducted more than twice.

If the employee fails to submit a request to have his or her qualifications assessed within four years, or if the second assessment is not positive, the employment authorities must immediately initiate dismissal proceedings according to the collective agreement rules.

The university decides whether a position should be advertised as a fixed-term post or a permanent post. The university and an employee in a fixed-term position may in the course of the employment reach agreement on transfer to permanent employment. Transfer to permanent employment requires no job advertisement.

The reappointment of an employee in a fixed-term position is possible. However, appointment at the level of assistant professor may not exceed eight years, of

which a maximum of six years as a fixed-term employee at the same institution. After six years as a fixed-term employee at the same institution, the employee leaves the post unless permanent appointment is obtained. It is a basic assumption that the employee provides information regarding previous posts.

When the position is advertised, it must be clearly stipulated whether the post is fixed-term or permanent. Both fixed-term and permanent posts must be filled in the normal manner according to the rules of the Appointment Order, including the rules on advertising and assessment.

Employees holding positions of assistant professor/researcher/postdoc may use the job title of assistant professor, researcher or postdoc. The job title depends on which of the varieties below of the general position the employee is appointed to.

The post of assistant professor/researcher/postdoc is basically a full-time position, but employment on a part-time basis is also possible.

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#### ***A. Assistant Professor***

An assistant professorship is a further-education post. The main responsibilities are research (including publication/academic dissemination duties) and research-based teaching (with associated examination duties). In addition to research and research-based teaching, the post may also include a duty to share knowledge with the rest of society. In addition, assistant professors may be asked to perform other duties.

The university determines the exact ratio between the various responsibilities. The ratio may vary over time, but a balance has to be struck for the assistant professor to be able to improve his or her qualifications in areas relevant to the position (typically research and teaching).

Supervision is provided, as well as the opportunity to enhance pedagogical competencies with a view to a written assessment of the assistant professor's teaching qualifications.

In the clinical area, an assistant professorship that may carry the job title 'clinical assistant professorship' is normally filled in relation to a position involving the treatment of patients.

On appointment as assistant professor, merit is given for previous employment as postdoc in a relevant area.

#### ***B. Postdoc***

The post of postdoc is a fixed-term academic position. Normally, the post will be heavily weighted in favour of research. In addition, a certain amount of teaching may also be required. Other duties may, furthermore, have to be performed to a limited extent.

The university determines the exact ration between the various responsibilities. The ratio may vary over time.

The position contains no enhancement of pedagogical competencies. The post of postdoc, therefore, may not alone qualify for appointment as associate professor/senior researcher.

### ***C. Researcher***

The post of researcher is a further-education position. The main responsibilities are research (including publication/academic dissemination duties) and research-based Public Sector Consultancy. In addition, a certain amount of teaching may also be required. Other duties may, furthermore, have to be performed to a limited extent.

The university may in special circumstances and to a limited extent depart from the requirement that the post must include teaching duties.

The university determines the exact ratio between the various responsibilities. The ratio may vary over time, but a balance has to be struck for the researcher to be able to improve his or her qualifications in areas relevant to the position (typically research, research-based Public Sector Consultancy and teaching).

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Supervision is provided, as well as the opportunity to enhance pedagogical competencies with a view to a written assessment of the researcher's teaching qualifications.

On appointment as researcher, merit is given for previous employment as postdoc in a relevant area.

## **3. Positions at the level of associate professor**

### ***3.1. The post of associate professor/senior researcher***

Applicants for a position of associate professor/senior researcher are assessed on the basis of the qualifications stipulated in the job advertisement. Appointment as associate professor/senior researcher depends on 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 assumed that applicants have received supervision and enhancement of pedagogical competencies and have received a positive written assessment of their teaching qualifications. On appointment, other qualifications may also be required, e.g. in relation to knowledge and technology transfer and, for example, patenting and cooperation with external parties.

The post of associate professor/senior researcher normally takes the form of permanent appointment, but may also be fixed-term, for example in connection with the appointment of visiting associate professors or in connection with special projects.

Employees holding positions of associate professor/senior researcher may use the job title of associate professor or senior researcher. The job title depends on which of the varieties below of the general position the employee is appointed to.

The post of associate professor/senior researcher is basically a full-time position, but employment on a part-time basis is also possible.

#### ***A. Associate Professor***

The associate professorship consists mainly of research (including publication/academic dissemination duties) and research-based teaching (with associated examination duties). In addition to research and research-based teaching, the post may also include a duty to share knowledge with the rest of society – including participation in public debate. Furthermore, associate professors may be asked to manage research, provide guidance and supervision of assistant professors and researchers as well as take part in academic assessments.

The university determines the exact ratio between the different responsibilities. The ratio may vary over time.

In the clinical area, an associate professorship that may carry the job title 'clinical associate professorship' is normally filled in relation to a position involving the treatment of patients. If it is a matter of a medical position, it is a basic assumption that the post requires specialist education or similar qualifications.

#### ***B. Senior researcher***

The post of senior researcher consists mainly of research (including publication/academic dissemination duties) and research-based Public Sector Consultancy. In addition, a certain amount of teaching may also be required. Furthermore, senior researchers may be asked to manage research, provide guidance and supervision of assistant professors and researchers as well as take part in academic assessments.

The university may in special circumstances and to a limited extent depart from the requirement that the post must include teaching duties.

The university determines the exact ratio between the various responsibilities. The ratio may vary over time.

### **4. Positions at the level of professor**

#### ***4.1. Professor***

The professorship consists mainly of research (including publication/academic dissemination duties) and research-based teaching (with associated examination duties). Moreover, research-based Public Sector Consultancy may be required. In addition, the post may also include a duty to share knowledge with the rest of society – including participation in public debate. Furthermore, professors may be asked to manage research, provide guidance and supervision of assistant professors and researchers as well as take part in academic assessments.

The university determines the exact ratio between the different responsibilities. The ratio may vary over time.

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In the clinical area, a professorship that may carry the job title 'clinical professorship' is normally filled in relation to a consultancy. If it is a matter of a medical position, it is thus a basic assumption that the post requires specialist education or similar qualifications.

Applicants for a position of professor are assessed on the basis of the qualifications stipulated in the job advertisement, but must also be able to document a high degree of original academic production at international level, which documents that the applicant has contributed to developing the academic discipline. Emphasis must also be placed on an assessment of the applicant's ability to manage research and any other management functions, for example in relation to the university's cooperation with the outside world. On appointment, other qualifications may also be required, e.g. in relation to knowledge and technology transfer and, for example, patenting and cooperation with external parties.

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#### ***4.2. Professor with Special Responsibilities***

The post of professor with special responsibilities involves fixed-term specific functions as well as duties that are otherwise associated with professorships. The special responsibilities may last three to five years, with the option of a further extension, which means that total employment represents a maximum of eight years.

Normally, the positions are established with a view to appointing particularly talented, preferably young researchers to develop a promising discipline at international level. The position must be within one of the university's core activities, a selected priority or an area in which there is a special need for high academic competence as part of the development of a new field of research or education.

The ratio between the different responsibilities may vary over time for the individual post holder, although emphasis must be placed on the performance of one or more of the special responsibilities. The terms of employment may include research management.

At the end of the period, the special responsibilities are discontinued and the employee in question transfers to a position of associate professor at the university. In the clinical area, the person in question transfers to a clinical associate professorship with regard to the part of the appointment that is linked to a university.

The qualification requirements correspond to those of ordinary professorships. Emphasis must, however, be placed on whether the applicant has the potential to continue the development of the discipline and has documented original academic production at international level. Special emphasis must also be placed on an assessment of the applicant's opportunities to perform the special responsibility or responsibilities associated with the specific post.

In the clinical area, a professorship with special responsibilities is normally filled in relation to a consultancy. If it is a matter of a medical position, it is thus a

basic assumption that the post requires specialist education or similar qualifications.

## **5. Special positions**

### ***5.1. Senior Adviser***

The main responsibilities of a senior adviser consist of research-based Public Sector Consultancy and the communication of research results to authorities, the business community and society in general. Senior advisers also have a duty to keep up-to-date regarding a broad academic area, conduct analyses of broad academic problems and disseminate these in an academically proper manner. The post may also include teaching and research.

The university determines the exact ratio between the different responsibilities. The ratio may vary over time.

Applicants for a position of senior adviser are assessed on the basis of the qualifications stipulated in the job advertisement. Appointment as senior adviser depends on 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. On appointment, 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.

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### ***5.2. Teaching Assistant Professor/Teaching Associate Professor***

At certain institutions/study programmes, assistant professorships and associate professorships may be filled by full-time teachers. These positions are to be found at

- Applied languages programmes at the Business Schools, University of Southern Denmark and Aalborg University
- Economics programmes at the Aarhus School of Business
- Institute of Exercise and Sport Sciences at the University of Copenhagen
- Institute of Sports Science and Clinical Biomechanics at the University of Southern Denmark
- Sports Science programme at Aarhus University
- Access courses for the technical-scientific study programmes at Aalborg University and the Technical University of Denmark
- Courses where the teaching is either of a creative, practical or artistic nature, remedial with no entitlement to merits, or concern introductory courses in the humanities and theology faculties.

The posts include teaching and related tasks. They may also involve academic development tasks.

During the assistant professorship, the institution must make sure that the assistant professor receives pedagogical supervision and guidance. This is the duty of an associate professor or professor, and the institution defines the details and scope of this. The terms and conditions for associate professors include supervision duties.

The posts are normally permanent full-time positions. The posts are advertised as assistant professorships or associate professorships, depending on the relevant qualifications. Six months at the latest before the end of the sixth year of employment, a written assessment of the assistant professor's teaching qualifications must be submitted. If the assessment is positive, the job title of associate professor is bestowed.

If an applicant for a teaching assistance/associate professorship has acquired special qualifications significant to the duties associated with the post without, however, being qualified for appointment as associate professor, an assistant professorship may be granted for a shorter period than six years and the associate professor assessment take place correspondingly sooner. Direct appointment as teaching associate professor can take place, but is always conditional on the applicant being positively assessed before the appointment, and normally also having had at least six years' relevant work experience.

Applicants for the post of teaching assistant professor and teaching associate professor must have a master's degree.

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### ***5.3. Instructor on BSc in engineering and export engineering courses***

For these positions, reference is made to the Ministry of Finance Circular and associated memorandum from the Ministry of Education on the BSc in engineering and the degree in export engineering.

### ***5.4. Clinical Associate Professor***

A clinical associate professorship is a part-time post with a view to performing qualified teaching duties, including examinations for medical students and students of clinical biomechanics at hospitals that provide teaching in clinical disciplines as well as guidance in research training.

The clinical associate professor must independently plan and carry out teaching activities in the relevant department or unit's area of specialisation and within its current curriculum. The teaching comprises lectures, courses and examinations, guidance regarding research training as well as participation in assessment committees for PhDs and doctorates. The position may include the development of the discipline as well as other duties.

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A clinical associate professor is normally appointed for a minimum of three years and a maximum of five years. Reappointment is possible provided it is in compliance with the Fixed-Term Employment Act, cf. above.

The qualification requirement for the clinical associate professor of medicine is a master's degree in medicine, specialist status as well as further teaching and research qualifications, for example PhD or doctorate. The qualification requirement for the clinical associate professor of clinical biomechanics is a master's degree in clinical biomechanics or similar. The qualification requirement for the clinical associate professor of psychology is a master's degree in psychology and specialist status.

Appointment as clinical associate professor is conditional on the candidate being declared qualified by an academic assessment committee. Teaching qualifications form part of the basis for the assessment. A clinical associate professor is normally expected to conduct research.

### ***5.5. Clinical Assistant***

The post of clinical assistant is a fixed-term position with a view to conducting medical clinical research. As part of the position, clinical assistants also perform other clinical duties.

Appointment as clinical assistant requires a master's degree in medicine and relevant clinical experience. The post is held for a maximum of four years. Reappointment after four years is not possible. Reference is made to the Fixed-Term Employment Act, cf. above.

### ***5.6. Clinical Instructor***

The post of clinical instructor is a part-time position with a view to providing independent teaching and guidance duties at hospitals, in practices or clinics. The instruction etc. supplements teaching provided at the level of assistant professor, associate professor or professor. Clinical instructors must have special

permission to act as examiners. As part of the position, clinical instructors may also perform other clinical duties.

A clinical instructor may be appointed for a maximum of three years. Reappointment is possible to the extent it is in accordance with the Fixed-Term Employment Act, cf. above. After the first period of employment, the appointment of clinical instructors of odontology may be made permanent.

Applicants for the post of clinical instructor must have a relevant master's degree. Up-to-date experience of relevant clinical work may be required. Where instruction or guidance is provided in a practice, the clinical instructor is required to operate his or her own practice.

#### ***5.7. Specialist of Postgraduate Education in Odontology or Senior Clinical Instructor in Dentistry***

Specialist of postgraduate education in odontology or senior clinical instructor in dentistry is a part-time position with a view to performing management functions, teaching and treatment duties in connection with clinical teaching of dentistry students. The specialist of postgraduate education in odontology or senior clinical instructor in dentistry is responsible to the academic management of the discipline.

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The specialist of postgraduate education in odontology or senior clinical instructor in dentistry is accountable to the academic management of the discipline for managing, directing and coordinating the duties that are assigned to the clinical instructors and for the ongoing assessment of the students. The specialist of postgraduate education in odontology or senior clinical instructor in dentistry participates in the planning, execution and adjustment of the teaching. Furthermore, the specialist of postgraduate education in odontology or senior clinical instructor in dentistry must participate in teaching-related activities, for example the development of teaching material, examination of patients, trials of new materials, methods and forms of treatment as well as assume responsibility for the treatment of referred patients with treatment needs of particular teaching interest.

Appointment is for a period of three years. The position may subsequently be made permanent.

Applicants for the post of specialist of postgraduate education in odontology or senior clinical instructor in dentistry must have a master's degree in odontology as well as clinical expertise at high level and experience of developing clinical teaching material independently.

#### ***5.8. Postgraduate Fellow in Odontology***

The training as postgraduate fellow in orthodontics takes place while employed full-time.

The candidate follows a clinical programme of further education under supervision.

The post of postgraduate fellow in odontology is advertised and candidates assessed before appointment for a three-year period. Applicants for the post of postgraduate fellow must have a master's degree in odontology as well as two years' full-time employment in practical/clinical odontology, of which at least one year spent on providing dental care for children.

#### ***5.9. Postgraduate Fellow in Psychology***

The post of postgraduate fellow in psychology is a fixed-term education position.

The candidate follows a clinical programme of further education under supervision.

Appointment is for one year with the option of extension for a further year. Applicants for the post of postgraduate fellow in psychology must have a master's degree in psychology as well as subsequent clinical/psychological experience.

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#### ***5.10. Instructor of Social Theory and Methodology on the Social-Work Programme at Aalborg University***

The post of instructor of social theory and methodology is normally a permanent, full-time position.

The post consists of teaching and similar duties compatible with the objectives of the institution.

Applicants for the post of instructor of social theory and methodology must have a social-work degree.

## Memorandum

### **Annex to Job Structure for Academic Staff at Universities 2007**

#### **Transitional terms for sector researchers**

Employees at sector research institutes whose duties are integrated into universities will transfer to the university under the Act on Employees' Rights in the Event of Transfers of Undertakings. It implies that sector researchers employed at the time of integration will, also in future, be subject to the job structure of sector research, whereas researchers who are appointed after the date of integration will become subject to the job structure of the universities. The point of departure is that reappointment as well as new appointment will imply transfer to university conditions.

In connection with the forthcoming mergers, steps must be taken to ensure that sector research is brought into play with respect to the education of bachelors and masters. Consequently, academic staff will over time be required to provide teaching. Pedagogical enhancement will, therefore, become part of the assistant professor/researcher programme.

The present sector researchers have, in general, not had the opportunity to acquire teaching competence. Therefore, they are not immediately able to meet the teaching competence requirements which have been stipulated for associate professors and professors. Insufficient transitional opportunities may constitute a career barrier to researchers who have been employed in fixed-term positions subject to the job structure of sector research.

For these researchers, a transitional scheme will be established, which implies that they may be promoted under the job structure of sector research.

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Steps must be taken to ensure that sector research is brought into play with respect to the education of bachelors and masters. It is therefore recommended that sector researchers who have no teaching competence, but possess other competencies which imply that they can contribute to education should be offered pedagogical supplementary training.

Sector researchers with the necessary pedagogical competencies may transfer to university conditions subject to agreement between the individual and the university. In this connection, an assessment must be conducted of the teaching competencies of the person in question. Transfer to university conditions requires no job advertisement.

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**Transitional terms for university researchers**

In connection with the forthcoming mergers, steps must be taken to ensure that the previous sector research duties continue to be performed by researchers with the necessary competencies.

University researchers have, in general, not had the opportunity to acquire the same experience of providing research-based Public Sector Consultancy as researchers in the sector research area. Therefore, it is not immediately possible to employ them in positions that imply the performance of such duties.

University researchers who have no experience of performing traditional sector research duties may be offered supplementary training enabling them to acquire the competencies that are a prerequisite for performing guidance and public authority tasks.

In future, the enhancement of competencies with a view to performing duties relating to guidance and Public Sector Consultancy will become part of the assistant professor/researcher programme in the areas where such duties are performed.

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