



RECRUITING ACADEMIC STAFF

# STRATEGY AND ACTION PLAN

**KAU.SE**

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>3</b>
<b>CHALLENGES AND OPPORTUNITIES</b>	<b>4</b>
Strategic staff	4
Attractive environment enhancing education and research	4
Efficient recruitment processes	5
Focus on external recruitment	6
Retirement	6
<b>RECRUITMENT CHANNELS</b>	<b>6</b>
STRATEGIC GOAL: SKILLS	7
STRATEGIC GOAL: RECRUITMENT PROCESS	8
STRATEGIC GOAL: ATTRACTIVENESS	10
<b>MEASURABLE INDICATORS</b>	<b>11</b>
<b>BILAGA: PERSONAL- OCH REKRYTERINGSSTATISTIK</b>	<b>13</b>

# INTRODUCTION

Karlstad University's Vision 2018 and the strategic plan state that we aim to be a university where internationally recognised research is pursued. Our goal is that at least 50 per cent of our research is externally financed and that we continue to offer high quality education and flexible forms of study. Cooperation is an integral part of research and degree programmes. All in all, this requires a great deal of expertise among staff, professional development efforts, and effective strategies for recruitment.<sup>1</sup>

The capacity to recruit, develop and retain qualified staff is vital to achieving the goals of the university's strategic plan. Karlstad University must have attractiveness in the competition for qualified teaching staff, research funding and students. It is therefore necessary to recruit staff with the right qualifications for the present as well as future circumstances.

The long-term plan for recruiting new academic staff <sup>2</sup> is described in this document. The goals and action plan for recruitment have been formulated on the basis of descriptions of the present situation and the future recruitment challenges. Strategic staff planning

---

1 On 9 December 2015, the Vice Chancellor appointed a working group to submit a plan. The group consisted of Bo Edvardson, chairperson, Ingrid Ganrot, Joachim Gustafsson, Patrik Larsson, Björn Åstrand, Curt Hagquist, Reine Lundin, Birgitta Bisholt and Jessica Eriksson. A reference group was also appointed, consisting of Göran Sandberg, executive member of Knut and Alice Wallenbergs Foundation, Johnny Sjöström, CEO Uddeholm AB, Maria Göransdotter, head of Umeå Institute of Design, Umeå University, Amanda Green, president of Karlstad Student Union.

2 Academic staff categories are stipulated in the University's appointment and promotion regulations as follows: professor, senior lecturer, associated senior lecturer, postdoctoral researcher, postdoctoral research fellow, adjunct professor, adjunct teacher, visiting professor, visiting researcher and lecturer.

# CHALLENGES AND OPPORTUNITIES

## **STRATEGIC STAFF**

planning Karlstad University has a staff of around 1 230, of which 58 per cent are academic staff (i.e. teaching staff and researchers), 10 per cent are doctoral students, and 32 per cent are administrative and technical staff. Compared with other Swedish universities, Karlstad University has a lower proportion of PhDs and researchers. The Swedish Higher Education Authority's annual report in 2015 shows that the proportion of academic staff with a doctorate degree at Karlstad University is 52 per cent compared with national average of 58 per cent. The same report shows that the proportion of professors among academic staff at Karlstad University is 12 per cent compared to the national average of 18 per cent. In several areas Karlstad University competes with other universities for the same expertise while there is also a shortage of qualified candidates, for example, in the health sciences, social work and mathematics education. The short supply of qualified candidates is a challenge for many higher education institutions in Sweden and Karlstad University must be a strong competitor. Detailed information on staff statistics is provided in attachment.

Proactive recruitment of teaching staff and researchers is a key factor in assuring a high quality level among staff. This particularly involves avoiding short-term ad-hoc solutions that run the risk of being permanent instead of conducting a systematic, long-term analysis of the expertise needed in various University departments. A discipline's development, successful research, as well as results in quality assurance reviews and the quality assessment of the degree programmes offered are contingent on the skills and expertise of the staff and the academic environments created.

All departments, centres and research environments are obligated to draw up recruitment plans related to the goals of activities, comprising an annual analysis of recruitment needs in the short and long terms. The plans must also include a description of how the department, discipline or research group intends to attract, recruit, introduce, retain, develop, adjust and phase out expertise. The target areas identified are expertise, the recruitment process and attractiveness. The plans for ensuring highly qualified staff should be a guide to recruitment efforts and serve as a support to the respective head and as a basis for overriding university discussions, priorities and investments.

## **ATTRACTIVE ENVIRONMENT ENHANCING EDUCATION AND RESEARCH**

Attractive conditions are crucial to staff recruitment. Karlstad is a young and dynamic university with good private and public sector relationships. The University offers good cooperation opportunities for industry, public services and civil society in both degree programmes/courses and research. There is good support and infrastructure for external contacts and research applications.

Researchers at Karlstad University can participate in long-term research programmes, build a research group or lead the development of a new research area of strategic priority to the University. Other attractive opportunities are having access to interesting research data, joining international networks, being a co-applicant in an interesting project constellation for research funding, supervising doctoral students, and financial means to participate in research

conferences and networks. There are also pedagogic development opportunities, not least via the pedagogical qualification system.

Karlstad University has short decision paths, closeness to students and colleagues, and offers stable employment conditions. In addition, there is the possibility of in-house promotion, for example, from senior lecturer to professor. The University's size facilitates flexibility, influence and quick changes.

The University's modern premises located in two beautiful campus areas in Karlstad and Arvika are also part of its attractiveness. Karlstad and Värmland offer good quality of life. We are close to nature and yet direct trains reach Stockholm, Gothenburg, and Oslo within two-three hours. Karlstad has a strong tradition of sports, culture and entertainment, major events and broad range of shopping. Industry is flourishing and some of the most prominent clusters in Europe are regionally based. Public transportation in Karlstad is well developed and smooth and so are the cycling tracks, and the car commuters never get caught in queues or rush hours traffic.

## **EFFICIENT RECRUITMENT PROCESSES**

Successful recruitment depends on proactive leaders at all levels and parts of the University. It is particularly important that deans, heads, centre directors and research leaders are personally involved in all the steps of the recruitment process and that the HR specialists provide professional support.

The recruitment process is lengthy at Karlstad University as at all universities. Internal procedures can be more efficient and better. One of the main reasons is the time it takes to appoint experts and waiting for their assessments. In some cases this has led to candidate withdrawals.

Regulations, quality requirements and traditions that are hard to change are also factors that affect the process. But there are ways of effectivising the process and such measures must be considered and taken. At present, the framework is the University's regulations on appointment and promotion and the Vice Chancellor's decision on procedures. In addition, different models of handling and assessing have been developed in the appointment and promotion committees, which is unfortunate. The committees' responsibility was previously regulated in the Higher Education Ordinance, but today the universities are free to decide who is/are to process appointments and how this should be done.

The period from announcement to appointment decision varies from a relatively short process of 39 weeks to a lengthy process of 82 weeks. In exceptional cases, the process can exceed 82 weeks. To this can be added the time it takes for the new employee to reflect, serve notice and relocate.

In total, 160 appointment and promotion processes were initiated in 2013–2015, of which 131 were recruitments and 29 promotions of teaching staff. The number of cases concluding with the appointment of one or several candidates or with the discontinuance of the process was 113. One quarter of professor recruitments and 39 per cent of all senior lecturer recruitments were discontinued. The main reason was the lack of qualified applicants or that the successful candidate declined. Another reason is that an applicant may only be interested in obtaining an expert assessment on eligibility for other purposes. In the majority of the professorships (88 per cent), there were few or no applicants (0-3). The corresponding rate for senior lectureships was 39 per cent. See attachment for further statistics.

## **FOCUS ON EXTERNAL RECRUITMENT**

The Swedish Research Council recently published results of a study on where university academic staff had earned their doctorate degrees.<sup>3</sup> It shows that 50 per cent of university academic staff was recruited by their own organisation. Researchers' mobility between universities, societal sectors and across national borders enhances research quality and utility, as well as contributes to the development of courses and degree programmes. So as not to abandon quality requirements, the university needs to pay special attention to recruiting externally and to advertise positions internationally.

If a person is considered to have exceptional importance for a certain activity, she/he can be nominated for appointment as a professor (Higher Education Ordinance). The nomination process has rarely been used at Karlstad University and an increase of nominations could contribute to strengthening expertise in certain areas.

## **RETIREMENT**

An analysis of impending retirements at Karlstad University shows that the number of retirements are high in some areas such as in the departments of health sciences and educational studies, which have many professor older than 60 who will be retiring within seven years. In the engineering sciences the situation is the reverse. See attachment for further statistics on retirements.

Retirement can be seen as an opportunity to adjust activities to altered needs in terms of expertise and skills. It may involve increasing the number of doctors, the number of women professors or reinforcing the international experience among the academic staff.

## **RECRUITMENT CHANNELS**

Karlstad University wishes to attract applicants from abroad. A study of where advertisements have been run indicates that there is an improvement potential. Of the investigated 82 vacancies, 39 were advertised in both Sweden and abroad. In the recruitment of professors, 5 out of 12 were advertised abroad. For the qualifying employments, however, 75 per cent were advertised abroad.

A study of where applicants to academic staff employments at Karlstad University found information of the vacancies shows that the two most important sources were personal networks (24 per cent) and via Kau.se. (32 per cent), followed by external web pages (16 per cent), often targeting teachers and researchers, and last branch magazines. The responses must be related to the fact that considerably more advertisements are published on external web pages than branch magazines. In 2015, the University bought advertising space for SEK 800 000.

The conclusion is that advertising in papers has little effect, at least if the purpose is to attract applicants to a specific position. Personal networks and contacts have more impact together with good information about the subject environments on their own web pages together with university level information at kau.se. When the aim is to recruit internationally, all information must be in English. The image of Karlstad University at kau.se and in other digital media is central to recruitment. GOALS AND ACTION PLAN

---

<sup>3</sup> The Recruitment of researchers and teaching staff with a Doctor's Degree at Swedish institutions of higher education. A structural analysis of recruitment – internally, nationally and internationally. Swedish Research Council, 2016.

The recruitment goals are stated in the form of three strategic priority goals in the areas of expertise, the recruitment process and attractiveness. The strategic goals are divided into sub goals, specified in activities that in turn constitute the action plan. The measurable activities and the listed indicators are to be followed up annually. The strategic goals are based on the challenges, problems and skills needed as described above.

### **STRATEGIC GOAL: SKILLS**

University teaching staff has the high-level research/artistic and teaching skills required to perform high quality teaching, research and innovation. They actively participate in teaching and research and also apply and attract external funding and cooperate nationally and internationally. They are available for students and colleagues and cooperate internally and externally. The requirements for specific skills and personal qualities vary depending on field of study and duties.

#### **SUB GOALS**

- The proportion of doctors among academic staff has reached the average national level in 2020. All academic staff who are employed at Karlstad University hold a doctor's degree. Exceptions may be made on the grounds that the specific skills required for the duties can still be performed with good quality. Responsibility: Dean.
- Academic staff holding a doctorate who are employed non-fixed term should have international postdoc experience, or equivalent. Responsibility: Dean's delegation to department head.
- Teaching staff holding a doctorate has the teaching skills and teaching experience required to develop courses and programmes through applying new pedagogical methods, examination formats or blended learning, for example. All promoted teaching staff has completed the course teaching and learning in higher education at the time of promotion. Responsibility: Dean's delegation to department head.
- The personal qualities that are important to the position shall always be explicitly stated and assessed at the time of employment. Co-workers with different backgrounds, frames of reference and experiences contribute to a higher quality in university activities. Beyond research and teaching skills, such aspects shall be considered in the choice of new employees. Responsibility: Dean's delegation to department head.
- Qualification employments shall be used to enable new doctors to qualify and develop into independent researchers, to a greater extent than before. This will create opportunities for continuation and ensure long-term provision of qualified staff. Responsibility: Dean's delegation to department head.

#### **ACTIONS**

- Lecturers with special professional qualifications and skills can be employed to teach in professional programme courses, but only if this is specifically justified.
- Responsibility: Dean's delegation to department head.
- The applicants' research and teaching skills shall always be assessed by experts in the appointment of a senior lecturer, a professor and for qualifying positions whether in case of promotion or internal/external recruitment.

Other relevant qualifications such as personal qualities shall be considered by the person responsible for the recruitment and be part of the basis for decision. Responsibility: Dean's delegation to department head.

- Academic staff at Karlstad University shall normally have good knowledge of Swedish and English. If any of these language skills are missing, it should be made clear in the course of the appointment process that the successful candidate is expected to acquire the skills within two years of employment. Responsibility: Dean's delegation to department head department.
- In the appointment of nominated professors, consideration of the circumstances when a person can be said to have special importance to the University shall be given. Rigour must therefore be observed in every step of the process. Responsibility: Dean's delegation to department head.
- Identify and recruit extraordinary persons with unique expertise even if there is no fully financed position at the moment (talent management). The position is financed by the Vice Chancellor's strategic fund at 50%, and by faculty funds at 50%. Guidelines for procedures shall be drawn up. Responsibility: Vice Chancellor and deans. Deadline: 20161231.
- Clearer guidelines for assessing teaching skills in recruitment and promotion processes shall be drawn up. Responsibility: HR head's delegation to the head of the professional development unit. Deadline: 20161231.
- Goals for the proportion of newly recruited teaching staff holding a doctorate from another Swedish university and the proportion of newly recruited staff holding a doctorate from a university abroad shall be specified. Responsibility: Vice Chancellor. Deadline: 20161231.
- A comparison with other universities regarding qualification requirements for appointment and promotion shall be made, and the University's regulations revised to correspond with the criteria level of other Swedish universities. Responsibility: Head of HR and dean. Deadline: 20161231.

## **STRATEGIC GOAL: RECRUITMENT PROCESS**

Karlstad's University's recruitment model is uniform, efficient and rigorous, thus contributing to attracting applicants, retaining applicants throughout the process, and assessing applications on the basis of the employment profile.

### **SUB GOALS**

- The University shall have uniform processes and routines for recruiting academic staff that contribute to reducing the process lead time<sup>4</sup> by 20 per cent on average. Responsibility: Head of HR in consultation with the deans. Deadline: 20181231.
- Applying for a position at Karlstad University should be an agreeable experience. Applicants shall be treated well and receive continual and prompt information on the steps in the recruitment process. Also applicants who are not considered for employment shall be seen as potential ambassadors for the University. Responsibility: Vice Chancellor's delegation to dean, department head, head of HR.

<sup>4</sup> Lead time refers to the time elapsing from date of the decision on employment profile to date of decision on appointment.



## ACTIONS

- Updating the document Regulations<sup>5</sup> on the appointment and promotion of teaching staff with relevant content from the recruitment strategy. Responsibility: Head of HR. Deadline: 20161231.
- A detailed analysis of the duties of responsible heads and the appointment and promotion committees shall be made and suggestions for a uniform and efficient model of procedures are to be submitted to the Vice Chancellor. Responsibility: Head of HR. Deadline: 20161230.
- Before recruitment starts, whether fixed or non-fixed term employment, a careful consideration is made of the needs and circumstances of the recruitment on the basis of the long-term strategic staff plan. Not until then can a decision be made to start the recruitment process. Responsibility: Dean.
- Experts are to be given clear instructions on how to perform their task and on what is expected of them, including timeframe. Guidelines, support, fee and timeframe should be set to support an efficient process. Responsibility: Head of HR in consultation with the deans. Deadline: 20161231.
- Before recruitment starts, the department head (or other person responsible) appoints a recruitment team to produce a detailed plan including every important activity in the process and clear division of responsibility. Examples of tasks included are recruitment channels, network contacts, interview and meeting dates. Responsibility: Dean's delegation to department head.
- Before recruitment starts, follow-ups are made on unsuccessful applicants to similar vacancies at other universities. These are informed about the vacancy at Karlstad University. Responsibility: Dean's delegation to department head.
- All employments shall be announced and open to internal as well as external applicants. Non-fixed term employments requiring a doctorate are also advertised internationally as are fixed-term qualifying employments. Responsibility: Dean's delegation to department head.
- Visiting researchers are invited for shorter or longer periods to familiarise themselves with the environment and, if appropriate, discuss potential employment. A University model for informing and receiving researchers, who want to visit or apply for a job at Karlstad University shall be produced, and include carefully planned events in connection with interviews, for example, visits offering insights into the disciplinary environment, lunch or dinner with potential colleagues, a tour of the university, sightseeing in Karlstad and a meeting with the dean and the vice Chancellor. Responsibility: Dean's delegation to department head.
- Follow up on applicants' experience of the recruitment process so that improvements based on the applicant perspective can be made. Responsibility: Head of HR.

---

<sup>5</sup> The University has regulations for the appointment and promotion of teaching staff, comprising instructions and guidelines of a fundamental character, which are approved by the University board. The regulations are supplemented with procedures approved by the vice Chancellor. Some of the goals, sub goals and actions described in this document need to be incorporated in the regulations.

- Applications are screened by a research/artistic qualified person before the documents are sent to the experts. This means that the experts do not need to assess applications that do not meet the formal requirements for employment

Clear guidelines are added to the procedures for employment and promotion of teaching staff. Responsibility: Head of HR. Deadline 20161231.

## **STRATEGIC GOAL: ATTRACTIVENESS**

The University offers a good working environment, interesting research and teaching tasks, opportunities for professional development and attractive terms of employment appealing to new highly qualified colleagues. Employees recruited from abroad are offered support in settling in Sweden and in Karlstad. The employer brand is clear – both internally and externally.

### **SUB GOALS**

- In the recruitment process the terms of employment and the expectations of the University are made clear. Individual adjustments of terms can be made depending on the University's need of expertise and the applicant's preferences. Responsibility: Head of HR, deans, department heads.
- New employees are provided with a good induction to the University, subject environment and the new duties. Responsibility: Dean's delegation to department head.

### **ACTIONS**

- Enhance our knowledge of and clarify Karlstad University's identity, image and profile. Develop and communicate an employee value proposition with a view to increase attractiveness and strengthen the employer brand. This will facilitate and effectivise the recruitment of academic staff. Responsibility: Heads of HR and communications. Deadline: 20161231.
- The University's subject environments, centres, excellent and strong research groups are presented on web sites and kau.se, in both Swedish and English. Responsibility: Dean's delegation to department heads (content) and communications director (infrastructure and support). Deadline: 20161231.
- The website for vacancies at kau.se is developed to be more appealing and informative. Responsibility: Heads of HR and communications. Deadline: 20161231.
- Guidelines for relocation support to new employees and their next-of kin are developed. Responsibility: Head of HR. Deadline: 20161231.
- Initiate a cooperation project in the region to provide support to new employees and their families. Responsibility: Head of HR. Deadline: 201612-31.
- The HR Office shall provide information to potential and new employees on housing, tax system, retirement schemes, schools and daycare, the welfare system, language training in Swedish, etc. The information shall be available in writing and oral information can also be given via net-based connections. Responsibility: Head of HR. Deadline: 20161231.

- A mentor programme designed for new academic staff is developed. Responsibility: Head of HR in consultation with department heads. Deadline: 20161231.
- Karlstad University shall offer attractive research and education environments. If subject sections lack the resources to do this, alliances in University and/or with other universities shall be formed. Responsibility: Dean.
- When recruitment is made to subjects without strong research environments, affiliation with related strong research groups or Centres should be considered in order to increase attractiveness. Responsibility: Dean's continuous delegation to department heads.

## **MEASURABLE INDICATORS**

Success in recruiting the persons with the right skills is measured through indicators primarily relating to:

- Reduced internal recruitment and increased rate of externally recruited academic staff
- Recruitment of academic staff with international experience
- Creating an even distribution of gender, as described in the University's strategic plan

The main purpose of the indicators is to enable follow-ups over time and support the development but also to facilitate comparison with other universities.

### **THE INDICATORS ARE:**

- The proportion of academic staff holding a doctorate, in total and across genders.

#### **Professors**

- The number and proportion of promoted and recruited professors respectively, in total and across genders
- The number and proportion of professors who earned their doctorate at Karlstad University, at another university, or abroad, in total and across genders
- The number and proportion of newly employed professors in a calendar year who earned their doctorate at Karlstad University, at another university, or abroad, in total and across genders
- The proportion of professors who earned their doctorate in Sweden and have international experience as visiting professors, postdoc researchers or equivalent for at least 12 months
- The number of nominated professors.

#### **Senior lecturers**

- The number and proportion of promoted and recruited senior lecturers respectively, in total and across genders

- The number and proportion of senior lecturers who earned their doctorate at Karlstad University, at another university, or abroad, in total and across genders
- The number and proportion of newly employed senior lecturers in a calendar year under who earned their doctorate at Karlstad University, at another university, or abroad, in total and across genders
- The proportion of senior lecturers who earned their doctorate in Sweden and have international experience as visiting professors, postdoc researchers or equivalent for at least 12 months.

#### Qualifying employment

- The number and proportion of qualifying employees who earned their doctorate at Karlstad University, at another university, or abroad, in total and across genders

#### Recruitment process

- The number of days of the recruitment process in regard to senior lecturers and professors. Follow-up: 20170501, and the annually.

# RECRUITMENT INSTRUCTIONS

The documents listed below provide information on all the steps in the recruitment process. The documents are available under Dokumenthörnan on the intranet:

- Regulations for appointment and promotion of teaching staff (also in English)
- Procedures for the appointment and promotion of teaching staff
- Recruitment chain
- Recruitment checklist for department heads (also in English)
- Advertising Template: Professorship (also in English)
- Advertising Template: Senior lectureships (also in English)
- Guidelines for experts in the assessment of applications for appointment as/ promotion to professor, senior lecturer, associate senior lecturer and postdoctoral research fellow
- Guidelines for the appointment of international staff
- Guide for visiting staff
- Employment information

# BILAGA: PERSONAL- OCH REKRYTERINGSSTATISTIK

Statistik som hör till avsnitt A, B och C avser november 2015. Statistik som hör till avsnitt D, E, F och G avser perioden 2013-2015.

A. Personalstruktur .....	1
B. Disputerade och docenter .....	1
C. Kommande pensionsavgångar bland lärarkategorierna .....	1
D. Rekryteringsprocess .....	2
E. Rekryterings- och befordringsärenden .....	2
F. Sökanden .....	3
G. Annonsering utomlands .....	3

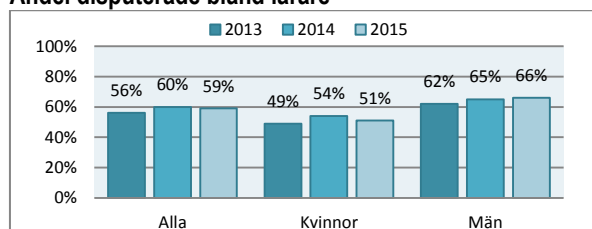
## A. Personalstruktur

Antal heltidsekvivalenter (HTE), könsfördelning samt andel 55 år och äldre

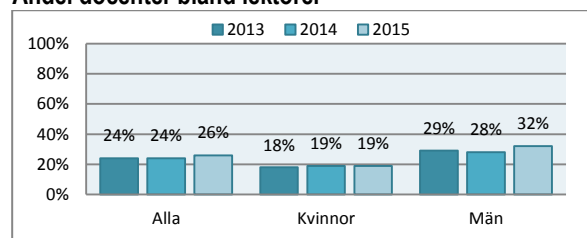
PERSONALKATEGORI	ALLA	ANDEL K	ANDEL M	ANDEL 55+
ABT-personal	333	71%	29%	24%
Annan uof personal	16	34%	66%	7%
Doktorand	107	42%	58%	0%
Meritering	14	24%	76%	0%
Professor	74	32%	68%	52%
Universitetsadjunkt	218	62%	38%	36%
Universitetslektor	264	47%	53%	31%
<b>Summa</b>	<b>1026</b>	<b>56%</b>	<b>44%</b>	<b>27%</b>

## B. Disputerade och docenter

Andel disputerade bland lärare



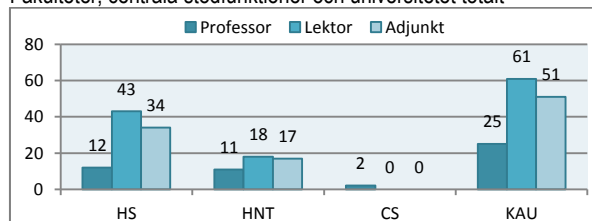
Andel docenter bland lektorer



## C. Kommande pensionsavgångar bland lärarkategorierna

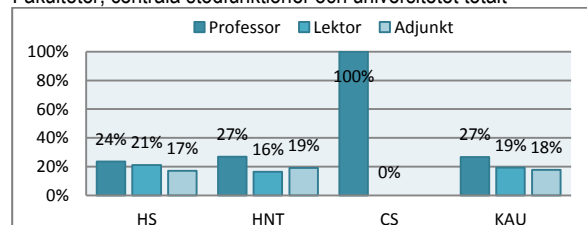
Antal anställda 60 år eller äldre bland lärarkategorierna

Fakulteter, centrala stödfunktioner och universitetet totalt



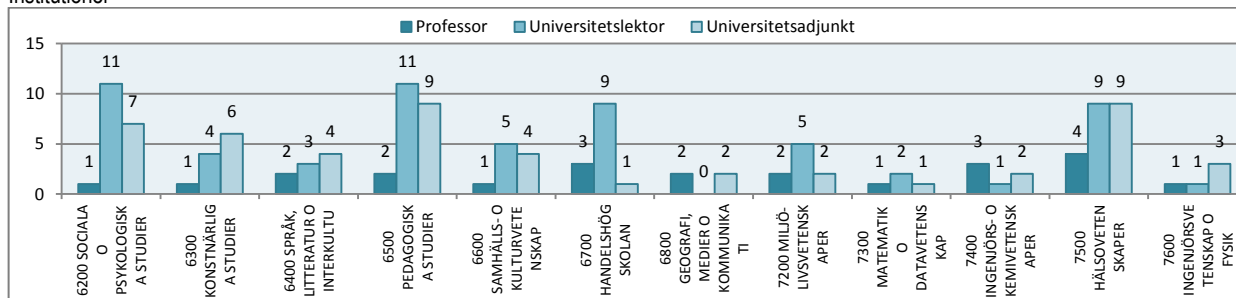
Andel anställda 60 år och äldre bland lärarkategorierna

Fakulteter, centrala stödfunktioner och universitetet totalt



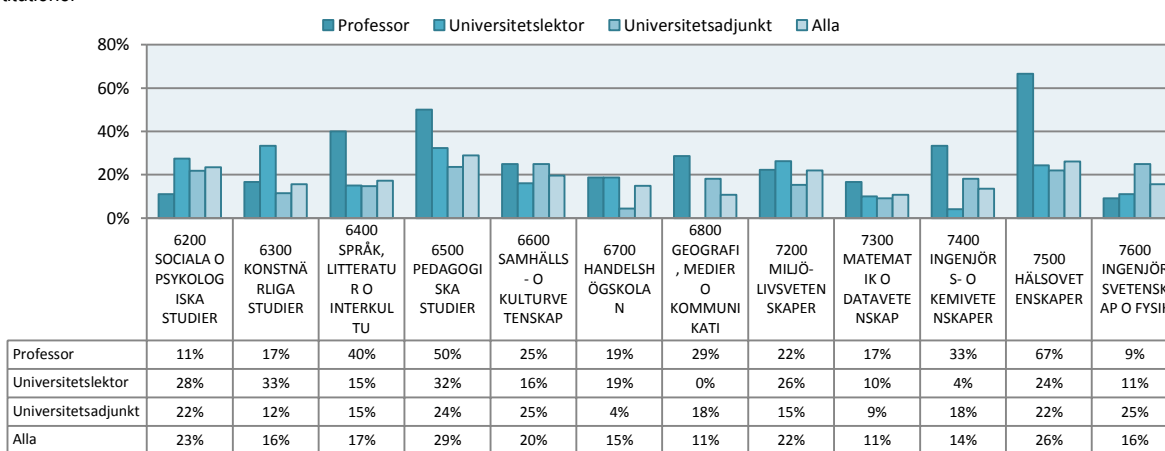
## Antal anställda 60 år eller äldre bland lärarkategorierna

Institutioner



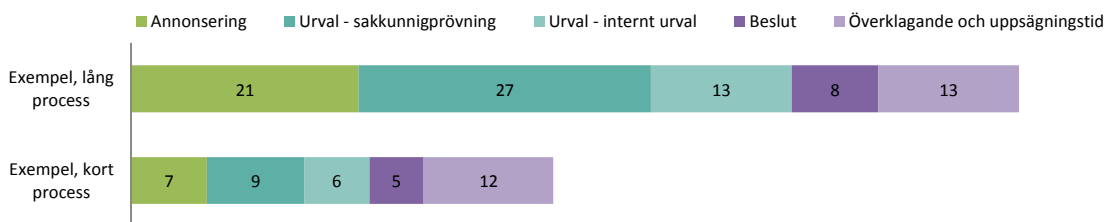
## Andel anställda 60 år och äldre bland lärarkategorierna

Institutioner



## D. Rekryteringsprocess

### Exempel på kort respektive lång rekryteringsprocess, antal veckor

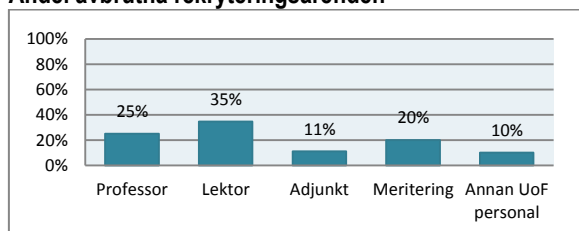


## E. Rekryterings- och befodringsärenden

### Antal påbörjade rekryterings- och befodringsärenden

Personalkategori	2013			2014			2015			Totalt		
	rek 2013	bef 2013	tot 2013	rek 2014	bef 2014	tot 2014	rek 2015	bef 2015	tot 2015	rek	bef	alla
Professor	1	4	5	9	1	10	12	7	19	22	12	34
Lektor	13	3	16	24	9	33	28	5	33	65	17	82
Adjunkt	8	0	8	4	0	4	10	0	10	22	0	22
Meriteringsanställningar	4	0	4	12	0	12	6	0	6	22	0	22
Annan UoF personal	2	0	2	7	0	7	2	0	2	11	0	11
<b>Summa</b>	<b>28</b>	<b>7</b>	<b>35</b>	<b>56</b>	<b>10</b>	<b>66</b>	<b>58</b>	<b>12</b>	<b>70</b>	<b>142</b>	<b>29</b>	<b>171</b>

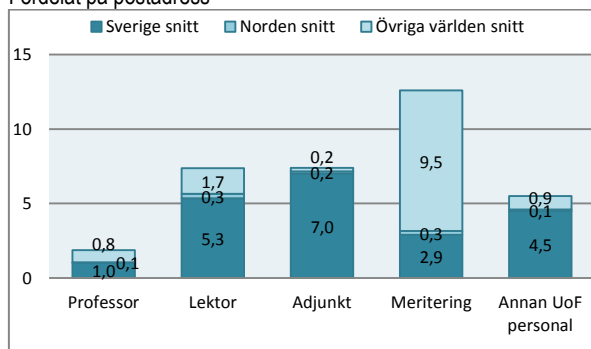
## Andel avbrutna rekryteringsärenden



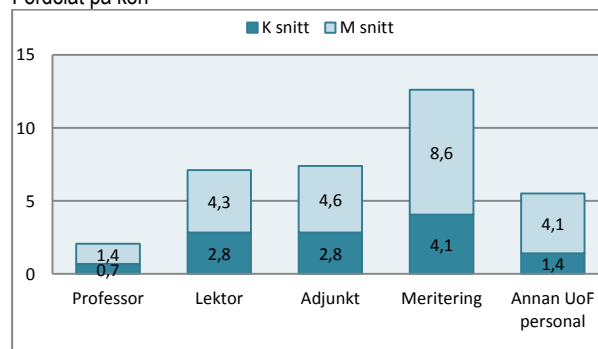
## F. Sökanden

### Genomsnittligt antal sökande per avslutat rekryteringsärende

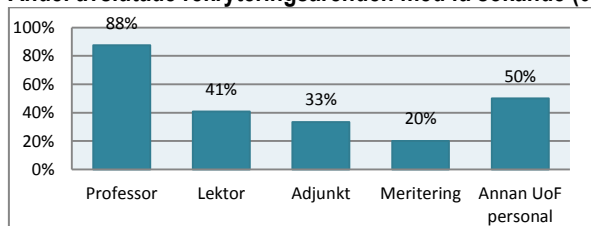
Fördelat på postadress



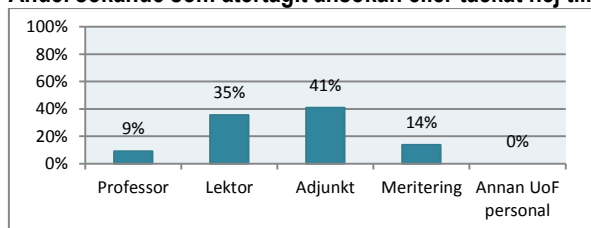
Fördelat på kön



### Andel avslutade rekryteringsärenden med få sökande (0-3 personer), undervisande och forskande personal



### Andel sökande som återtagit ansökan eller tackat nej till anställningserbjudande (avslutade ärenden)



## G. Annonsering utomlands

### Annonsering utomlands ja/nej, andel av de avslutade rekryteringsärenden där uppgift framgår (totalt antal 90 stycken)

