NMBU Career Assessment Matrix

The NMBU Career Assessment Matrix is to be used for recruitment to positions as professor and associate professor, and promotion from associate professor to professor. Guidelines on how the matrix is to be used in recruitment/promotion is detailed in "NMBU's guidelines for appointments and promotions", and in separate guidance documents for applicants.

The career assessment matrix contains five competence areas, each with subcategories. The three columns of the matrix provide examples of relevant results/competencies, documentation and reflection. The list of examples is not exhaustive. When using the matrix, it should be adapted to the context in which it is being used (by e.g. a recruiting unit or an applicant), within a common framework as specified in guidelines and templates.

Areas of competence	Subcategories with examples of results and competencies	Documentation	Reflection
Academic qualifications	***a. Research output*** • Publications (peer-reviewed) • Academic books • Artistic results • Research reports • Datasets made available • Developing software • Developing/sharing research tools and methods • Academic presentations	• Publications submitted • List of publications • Cristin registrations • Documentation of datasets, software, models, etc. • Documentation of artistic results • Certificates, confirmation of participation • Documentation of external funding	• Quality and relevance of the results • Own role in research and research collaboration • Own professional development over time • Research ethics • Contribution to open research • Contribution to interdisciplinary collaboration • External funding

	b. Research process • Participation in research projects, groups and networks • Development of research environments/groups and networking • Obtaining external funding • International collaboration and experience • Development of research infrastructure • Research ethics and integrity work • Open science, open publishing • Editorial activity • Peer review • Assessment for appointments, promotion, doctorates • Assessment of research proposals, institutions and centres • Interdisciplinary, working across disciplines **c. Research leadership** • Academic leadership of projects, groups, networks • Mentoring	• Prices, other rewards • Diplomas	

Educational qualifications	*a. Pedagogical education and development* • UNIPED or equivalent • Adopt new forms of teaching, learning and assessment • Preparation of textbooks, digital teaching materials and other learning resources • Active use of digital competence in teaching and assessment • Participation in analyses and evaluation of education and educational quality • Collegial attitude and practice, for example by initiating and actively contributing to educational discussions and projects. *b. Teaching and supervision* • Course portfolio • Documented development over time • Supervision at different levels • Examination and assessment work *c. Educational Leadership* • Development and revision of teaching and assessment	• Diploma, course certificates • Testimonials • Examples of course descriptions and examination papers • Examples of preparation and follow-up of student evaluation • Cristin registrations • Reports • Appointments to councils and committees • Textbooks and exercise collections • Link to online resources (MOOCs etc.) developed by the applicant • Videos • Prices, other rewards	• How to work with focus on student learning • How learning processes and teaching design are linked to own practice • A systematic approach to own teaching • Reasons for choices in one's own teaching practice • What principles, reflections and experiences have been key to own development • Use of student evaluations • How to use research-based knowledge to create better learning opportunities • Making use of colleagues' experiences • Own role in formal and informal processes in the field of education

	methods in courses/programmes • Mentoring • Development/renewal of study programmes		
Applied knowledge	***a. Dissemination*** • Dissemination to the general public or specific user groups • Lectures • Responsibility for course(s) for, and in cooperation with, working professionals • Participation in public debate • Popular science dissemination • Exhibitions • Translations ***b. Innovation and entrepreneurship*** • Contribution to innovation and entrepreneurship based on research or professional development • Commercial use • Social innovation • New services • Practice development in trade and industry, the public sector or organisations	• Cristin registrations • Popular science publications • Public enquiries • Catalogues • Databases • Patents and licenses • Models • Examples of/links to participation in public debate • Examples/links to online resources documenting contributions in the voluntary sector • Examples/links to online resources documenting contributions to practice development or development of new services • Examples/links to courses for, and in cooperation with, working professionals	• Quality and relevance of the results • Interaction between research and the use of knowledge in practice • Own practice in light of knowledge in the field • What principles, reflections and experiences have been central to own development • Contribution to interdisciplinary collaboration • Reasons for choosing own dissemination practice • Reflection on the benefits of competence exchange between academia and working life

	c. Interaction with society • Mission Reports • Work on public enquiries • Academic contributions in the voluntary sector • Contribution to community development • Experience from the practice field		
Management and administration	**a. Management** • Institutional and unit management • Leadership positions in academia • Strategic work • Work on diversity and equality • General management experience **b. Committees and boards** • Committee work • Participation on boards and councils **c. Administration** • Relevant experience • Relevant education for management/administration	• Diplomas • Testimonials and Appointment Letters • CV • Reference to websites documenting experience	• Own contribution in formal and informal leadership roles • Own practice in light of knowledge in the field • Own development over time • What the applicant has wanted to achieve, how this has been attempted to be realized • Management as a contribution to attainment of results • How to approach future leadership tasks • How experiences in management and administration are helping to reinforce skills in the other qualification areas

Special qualifications and personal qualifications	a. **_Professional competence_** • Specific professional education and/or professional experience • Clinical specialist training in veterinary medicine b. **_Language skills_** • English • Norwegian or Scandinavian c. **_Personal qualifications_** • Personal qualities relevant to the advertised position **_d. Other qualifications requested in the announcement_**	• Diplomas • Testimonials • Interview • Trial lecture • Reference interview	• Collegial attitude and practice • Contributions to the working environment • How personal qualities are helping to reinforce skills in the other qualification areas

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