

ANNEX 1

General description of the duties of academic employees

1. The duties of academic employees are divided into study activities, research, development or other creative activity, and social and institutional activity (hereinafter jointly *areas of work*).
2. The duties related to educational activities are:
 - 2.1. Teaching, including
 - 2.1.1. Planning the learning process – preparing the teaching activities, selecting the teaching tools, learning environments, teaching methods, etc.
 - 2.1.2. Conduct of teaching and learning – contact learning in the form of auditory work and e-learning, organising and supervising traineeships and independent work, managing students' interdisciplinary projects, etc.;
 - 2.1.3. Providing assessment and feedback – assessment of the learning outcomes in the subject being taught, providing feedback on student papers, participating in the work of the defence committees of final and doctoral theses, participating in the work of the final exam committee, participating in the work of the appeal committee, reviewing student papers and acting as an opponent for doctoral theses, participating in recognition of prior learning evaluation, etc.;
 - 2.1.4. Academic employees who are conducting the professional training of kindergarten teachers, class teachers, primary and secondary school teachers of one or multiple subjects, or vocational school teachers shall teach at least 100 classes relevant to the subject or speciality per three years;
 - 2.2. Supervising – supervising final theses, including doctoral theses;
 - 2.3. Study development – study programme administration, participation in study programme production and development, subject development, including the compilation of course descriptions and programmes, creation and development of teaching aids, learning environments, teaching methodology, etc.;
 - 2.4. Support activity for teaching – participation in student admissions, participation in organising and managing study activity, teaching-related reporting, individual development to enhance the skills and knowledge necessary for teaching, etc.
3. Teaching may involve all university students and take place in degree studies and continuing education, including all forms and levels of degree studies. Teaching may take place in different structural units of the university and within the framework of cross-university cooperation. Teaching is conducted pursuant to the procedure established by the university.
4. Teaching loads are calculated as follows:
 - 4.1. The volume of teaching is mainly assessed on the basis of the volume of credit points and the number of supervised and defended student papers and final theses;
 - 4.2. In teaching, one credit point (ECTS) is equivalent to 20 astronomical hours of work, which includes 7 hours of classroom teaching or real-time e-teaching and, in the remaining part, planning the study process, assessing student work and providing feedback. This calculation is based on approximately 20 students;
 - 4.3. For supervising, the volume of a final thesis at the first level of higher education is considered as being equal to 30-40 astronomical hours and the volume of a final thesis at the second level of higher education is considered as being equal to 50-60 astronomical hours. The volume of supervising a doctoral thesis is considered as equal to 50-60 astronomical hours per calendar year, with an additional 200-240 astronomical hours outside the load calculation after the successful defence of the supervised doctoral thesis. For professional placement supervising, the credit point-based calculation

laid out in clause 4.2 may be replaced with the following calculation: one credit point (ECTS) is equivalent to 0.5-1 (0.5-1.5 for pedagogical practice) hours of work per student.

4.4. Further conditions for the calculation of the volume of teaching may be established by the Rector;

4.5. In addition to the above, the head of the unit may establish differences in the calculation of teaching volumes if this is necessary due to the speciality's special characteristics, for new courses, different numbers of students, different forms of e-learning, and in other justified circumstances. The conditions shall be applied similarly to all employees working in similar conditions.

5. The duties related to research, development or other creative activity are:

5.1. Research and development, including:

5.1.1. Planning basic and applied research – applying for funding or participating in the application, initiating a research topic or a research project, etc.;

5.1.2. Carrying out basic and applied research – planning research, collecting and analysing data, working with literature, conducting experiments, doing fieldwork, heading research projects, including managing people, processes, and the budget, reporting, etc.;

5.1.3. publishing and assessing research results – compiling and publishing research publications, editing research journals and collections, reviewing research publications, participating in and organising conferences, etc.;

5.1.4. Development activity – applying the knowledge gained through research and experience to produce new materials, products and devices, implementing processes, systems and services or improving them significantly, etc.;

5.2. Creative activity – participating in creative contests, presenting creative work, organising creative events, participating in a specialised master's course, publicising creative work in the media, etc.;

5.3. Activity supporting research and development or other creative activity – developing tools, submitting reports related to research, development, and creative activity, individual development to enhance the skills and knowledge necessary for research, development, and creative activities, etc.

6. The Rector may establish criteria that account for the special characteristics of the field to replace the requirements regarding the compilation and publication of research publications with outstanding recognised results in professional development and creative activity. A proposal regarding the establishment of such criteria may be submitted to the Rector by the unit's council.

7. In the field of arts, creative activity may supplement or replace research and development activity.

8. The volume of research, development or other creative activity is mainly evaluated on the basis of published research publications and the existence of research projects or development projects with an externally funded research component, or, in the field of arts, the existence of creative work presentations and creative projects.

9. Teaching and research, development or other creative activities are accompanied by individual development to enhance the skills and knowledge necessary for the activity. Individual development may include work with literature, receiving counselling from a mentor, receiving continuing education related to teaching skills, or participation in other training and activities, including those that take place outside of the university. Individual development may take place within the framework of sabbatical leave.

10. The duties related to social and institutional activities are:

10.1. Participating in social roles, participating in policy-making, participating in cultural or business cooperation with social impact, providing knowledge-based services, promoting the University, the subject, and the opportunities for studying at Tallinn University to the public through public presentations, opinion articles etc., and popularising the results of research, development, and creative activities to the general public;

- 10.2. Participating in the work of educational, research and creative organisations and expert forums;
- 10.3. Performing a management function at the university – managing an academic unit’s subunit or a unit of work organisation, including managing people, activities, and the budget;
- 10.4. Participating in the work of the academic and administrative bodies of the university.
11. Non-Estonian speaking employees hired on the basis of a contract for an unspecified term are expected to start learning the Estonian language and to achieve a B1-level competence within three years and a B2-level competence within five years so as to be able to execute the tasks related to institutional development and administrative work in Estonian.
12. The extent and volume of the duties pertaining to each field of work for each specific employment position or career level of academic employees is laid out in Annexes 2-8 to these Rules. The volumes of work duties and the division of working time between different fields of work is based on full-time work load on the premise that an academic employee will perform approximately 1700 hours of work in the course of a calendar year, i.e. 1% is equal to 17 hours of work per calendar year.
13. The levels of work experience and work efficiency expected for the position or career level of an academic employee are laid out in Annex 9 to these Rules, and each level is described in Annex 10.
14. Based on Annexes 1-10 to these Rules, the immediate superior shall agree on the specific work, its volume, and the expected results for the employee at the beginning of the employment relationship and subsequently on an annual basis during the development interview.
15. The immediate superior of an employee is the head of a university unit or subunit, except when otherwise established by the work organisation in the unit.

Duties, workload and job requirements of tenure system professors

1. General description of the position

1.1. A tenure system professor is an academic leader of their speciality who participates actively in research, development or other creative activity at an international level, organises the studies in their subject area, teaches, manages research and development or other creative activity and efficiently supervises students and academic employees involved in these activities.

1.2. The person in this position is expected to lead and develop the teaching and research efforts in this speciality, support the new academic generation and early-career academic employees through supervision and mentoring and achieve high performance in Master's and doctoral study levels.

2. Job requirements

2.1. A doctoral degree or equivalent qualification, except in the field of arts, where at least a Master's degree or an equivalent qualification is required. [Amended 09.09.2019]

2.2. International professional experience:

2.2.1. Completion of degree studies or post-doctoral studies in a foreign country, or

2.2.2. Completion of continuing education in a foreign country within the last 5 years (preferably for a total period of at least three months), or

2.2.3. Performance of specialised academic work in a foreign country for at least 1 year, or within the last 5 years preferably for a total period of at least 3 months.

2.3. The working experience and work efficiency levels of a tenure system professor for each career level and descriptions thereof are laid out in Annexes 9 and 10 to these Rules.

2.4. If the person has worked as a professor for at least five years immediately prior to applying for the position of a professor at the University (except when applying for the position of a professor in the field of arts), at least one doctoral thesis must have been defended under their supervision during the last five years. [Amended 09.09.2019]

3. Work load

3.1. The work load of a tenure system professor is divided among different duties as follows:

Duty	Volume		
	Career level I: tenure track associate professor	Career level II: professor	Career level III: full professor
teaching	20-30%	20-40%	15-50%
research and development or other creative activity	55-75%	40-65%	30-75%
social and institutional activity	5-15%	10-30%	10-40%

4. Teaching responsibilities

4.1. Teaching, including

4.1.1. Teaching at all levels of higher education, but primarily at Master's and doctoral levels;

4.1.2. Organising teaching in their subject field, including supervising the academic employees involved in teaching, making proposals for inviting visiting staff.

4.2. Supervising, including

4.2.1. Supervising students, primarily Master's and doctoral students;

4.2.2. At least 1 doctoral thesis defended as a result of the supervision per 5-year working period.

- 4.3. Study development, including clarifying the need for courses in their research area for study programmes in other subject fields and organising the development of such courses.
- 4.4. Activity supporting teaching.
5. Research and development or other creative activity-related duties
 - 5.1. Research and development, including
 - 5.1.1. Managing research and development or other creative activity in their speciality at the international level, including leading a research topic or research project, supervising the academic employees involved in these activities, applying for funding;
 - 5.1.2. Publication and assessment of research results;
 - 5.1.3. Development.
 - 5.2. In the fields of arts, creative activity may supplement or replace research and development activity.
 - 5.3. Activities supporting research and development or other creative activity.
6. Social and institutional activity
 - 6.1. Participation in the work of university and non-university academic and administrative bodies
 - 6.2. Performance of management duties – management of an academic sub-unit or organisational unit, management of a study area.
 - 6.3. Promoting the university and the speciality.

Duties, workload and job requirements of distinguished professors

1. General description of the position

1.1. A distinguished professor is a recognised expert in their speciality. They actively contribute to the development of the university, develop studies in their subject field, and teach across all the levels of higher education, participate actively in research, development or other creative activity at an international level, and efficiently supervise the students and academic employees involved in these activities.

2. Job requirements

2.1. A doctoral degree or equivalent qualification, except in the field of arts, where at least a Master's degree or an equivalent qualification is required. [Amended 09.09.2019].

2.2. A distinguished professor is expected to have work experience and work efficiency corresponding to Career Level II of tenure system professor, which is laid out in Annex 9 and described in Annex 10 to these Rules.

3. Work load

3.1. The work load of a distinguished professor is divided as follows among different duties:

Duty	Volume
teaching	15-50%
research and development or other creative activity	30-75%
social and institutional activity	10-40%

4. The duties of a distinguished professor are agreed by the staff member and the head of the unit pursuant to Annex 1 to these Rules.

Duties, workload and job requirements of research professors

1. General description of the position

1.1. A research professor is an internationally recognised researcher or creative person in their field. They are managing a fixed-term research or creative project funded outside the university's activity support and supervising the PhD students and academic employees involved in these activities. A research professor may participate in teaching at all levels of higher education.

1.2. This person develops research, development or other creative activities in their speciality, including applying for funding, ensuring the stability of the research or creative group, supporting the development of the new academic generation, and ensures the efficiency of doctoral studies.

2. Job requirements

2.1. A doctoral degree or equivalent qualification, except in the field of arts, where at least a Master's degree or an equivalent qualification is required. [Amended 09.09.2019].

2.2. A research professor is expected to have work experience and work efficiency corresponding to Career Level II of tenure system professor, which is laid out in Annex 9 and described in Annex 10 to these Rules.

2.3. If the person has worked as a professor for at least five years immediately prior to applying for the position of a professor at the University (except when applying for the position of a professor in the field of arts), at least one doctoral thesis must have been defended under their supervision during the last five years. [Amended 09.09.2019]

3. Work load

3.1. The work load of a research professor is divided as follows among different duties:

Duty	Work load
teaching	10-20%
research and development or other creative activity	70-90%
social and institutional activity	0-20%

4. Teaching responsibilities

4.1. Teaching, including teaching at all levels of higher education, but primarily in Master's and doctoral studies.

4.2. Supervising

4.2.1. Including supervising students, primarily Master's and doctoral students;

4.2.2. At least 1 doctoral thesis defended as a result of the supervision per 5-year working period.

4.3. Activity supporting teaching.

5. Research and development or other creative activity-related duties

5.1. Research and development, including

5.1.1. Managing research and development or other creative activity in their speciality at the international level, including leading a research topic or research project, supervising the academic employees involved in these activities, and applying for funding;

5.1.2. Publication and assessment of research results;

5.1.3. Development.

5.2. In the field of arts, creative activity may supplement or replace research and development activity.

5.3. Activities supporting research and development or other creative activity.

6. Social and institutional activity
- 6.1. Participation in the work of university and non-university academic and administrative bodies.
- 6.2. Performing a management function.
- 6.3. Promoting the university and the speciality.

ANNEX 5

Duties, workload and job requirements of research fellows

1. General description of the position

1.1. A research fellow is an academic employee whose main duties are related to research and development. A research fellow may have teaching-related responsibilities if they support the fulfilment of research and development responsibilities or the principles of implementing science-based learning.

1.2. Additionally, according to the career level:

1.2.1. A research track associate professor is an internationally recognised researcher in their speciality who leads a research topic or research project or is responsible for the completion of its significant sections and supervises less experienced academic employees.

1.2.2. A research fellow, including post-doctoral fellow, participates in the completion of a research topic or a research project;

1.2.3. A junior research fellow is matriculated in doctoral studies at the University and participates in the completion of a research topic or a research project under the supervision of their supervisor.

2. Job requirements

2.1. Education:

2.1.1. A research track associate professor has a doctoral degree or an equivalent qualification;

2.1.2. A research fellow has an Estonian scientific degree or an equivalent qualification granted abroad. Exceptionally, post-doctoral fellows may be required to have a non-TLU doctoral degree, if the person is applying for the position through a public competition organised by the university;

2.1.3. A junior research fellow has a Master's degree or an equivalent qualification and they have been matriculated in doctoral studies.

2.2. International professional experience (recommended for junior research fellows):

2.2.1. Completion of degree studies or post-doctoral studies in a foreign country, or

2.2.2. Completion of continuing education in a foreign country within the last 5 years or

2.2.3. Performance of specialised academic work (including the doctoral thesis) in a foreign country during at least 1 year or within the last five years, preferably for a total period of at least three months.

2.3. The work experience and work efficiency levels and their descriptions are laid out in Annexes 9 and 10 to these Rules.

3. Work load

3.1. The work load of a research fellow is divided among different duties as follows:

Duty	Volume		
	Career level I: junior research fellow	Career level II: research fellow	Career level III: research track associate professor
teaching	10-20%	5-40%	5-45%
research and development or other creative activity	70-85%	60-90%	45-90%
social and institutional activity	5-10%	0-20%	5-30%

4. Duties

Career level I: junior research fellow	Career level II: research fellow	Career level III: research track associate professor
TEACHING		
<p>1. Supervising students at the first level of higher education.</p> <p>2. Teaching at the first and second level of higher education.</p> <p>3. Study development in the field of teaching.</p> <p>4. Activity supporting teaching in the field of teaching.</p>	<p>1. Supervising students at the first and second levels of higher education.</p> <p>2. Teaching at the first and second level of higher education.</p> <p>3. Study development in the field of teaching.</p> <p>4. Activity supporting teaching in the field of teaching.</p>	<p>1. Supervising students, including doctoral students and post-doctoral fellows.</p> <p>2. Teaching, including</p> <p>2.1. Teaching at all levels of higher education;</p> <p>2.2. Organising the teaching of their speciality, including supervising academic employees involved in the teaching activities.</p> <p>3. Study development in the field of teaching.</p> <p>4. Activity supporting teaching in the field of teaching.</p>
RESEARCH AND DEVELOPMENT OR OTHER CREATIVE ACTIVITY		
<p>1. Research and development under the supervision of an experienced academic employee, including</p> <p>1.1. Participating in research and development with the goal of defending their doctoral degree;</p> <p>1.2. Publishing the research results;</p> <p>2. In the field of arts, creative activity may supplement or replace research and development activity.</p> <p>3. Activities that support research and development.</p>	<p>1. Research and development under the supervision of an experienced academic employee, including</p> <p>1.1. Participating in the fulfilment of a research topic or a research project and in applying for funding;</p> <p>1.2. Publishing and assessing research results.</p> <p>1.3. Development</p> <p>2. In the field of arts, creative activity may be added to research and development.</p> <p>3. Activities that support research and development.</p>	<p>1. Research and development at the international level, including</p> <p>1.1. Leading a research topic in their speciality or its significant sections;</p> <p>1.2. Applying for funding;</p> <p>1.3. Publishing and assessing research results;</p> <p>1.4. Development;</p> <p>1.5. Supervising academic employees involved in the above activities.</p> <p>2. Activities that support research and development.</p>
SOCIAL AND INSTITUTIONAL ACTIVITY		
<p>1. Promoting the university and the speciality.</p>	<p>1. Participation in the work of university and non-university academic and administrative bodies</p> <p>2. Fulfilling a management function – managing a working unit.</p>	<p>1. Participation in the work of university and non-university academic and administrative bodies</p> <p>2. Fulfilling a management function – managing a subunit of an academic unit or a working unit.</p>

	3. Promoting the university and the speciality.	3. Promoting the university and the speciality.
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Annex 6

Duties, workload and job requirements of lecturers

1. General description of the position

1.1. A lecturer is an academic employee who teaches their subject field and efficiently supervises students involved in research, development or other creative activities primarily at the first two levels of higher education, and participates in study development. For the purpose, the lecturer possesses extensive and successful experience in research, development or other creative activity or actively participates in research, development or other creative activity at an international level.

1.2. Additionally, according to the career level:

1.2.1. A teaching track associate professor leads study development activities at the course level and study programme level and supervises academic employees who have less teaching experience;

1.2.2. A junior lecturer obtains the teaching experience required at the position of lecturer by teaching at the first two levels of higher education and supervising students at the first level of higher education under the supervision of an experienced academic employee, and the research, development or other creative activity experience by participating in doctoral studies (including as an external student).

2. Job requirements

2.1. Education:

2.1.1. A lecturer and a teaching track associate professor must hold a doctoral degree or an equivalent qualification, except in the field of arts, where a Master's degree or an equivalent qualification is required;

2.1.2. A junior lecturer must hold a Master's degree or an equivalent qualification.

2.2. International professional experience (recommended for junior lecturers):

2.2.1. Completion of degree studies or post-doctoral studies in a foreign country, or

2.2.2. Completion of continuing education in a foreign country within the last 5 years or

2.2.3. Performance of specialised academic work (including the doctoral thesis) in a foreign country during at least 1 year or within the last five years, preferably for a total period of at least three months.

2.3. The work experience and work efficiency levels and their descriptions expected at the position of lecturer are laid out in Annexes 9 and 10 to these Rules.

3. Work load

3.1. The work load of a lecturer is divided as follows among different duties:

Duty	Volume		
	Career level I: junior lecturer	Career level II: lecturer	Career level III: teaching track associate professor
teaching	Full-time work load: 40-55% 50% work load: 90-95%	40-60%	40-80%
research and development or other creative activity	Full-time work load: 35-45%	30-40%	10-40%

	50% work load: 0%		
social and institutional activity	5-10%	10-20%	10-30%

4. Duties

Career level I: junior lecturer	Career level II: lecturer	Career level III: teaching track associate professor
TEACHING		
<p>1. Teaching under the supervision of an experienced academic employee, including teaching at the first two levels of higher education</p> <p>2. Supervision – supervising students at the first level of higher education</p> <p>3. Study development – developing courses, including creating course descriptions and course programmes, creating and developing study materials, learning environments, teaching methodology, etc.</p> <p>4. Activity supporting teaching.</p>	<p>1. Teaching, including</p> <p>1.1. Teaching, primarily at the first two levels of higher education;</p> <p>1.2. Supervising the academic employees involved in teaching their subjects.</p> <p>2. Supervision – supervising students at the first and second level of higher education.</p> <p>3. Study development – participation in the compilation and development of the study programme, developing courses, including creating course descriptions and course programmes, creating and developing study materials, learning environments, teaching methodology, etc.</p> <p>4. Activity supporting teaching.</p>	<p>1. Teaching, including</p> <p>1.1. Teaching at all levels of higher education;</p> <p>1.2. Organising the teaching of their subject field at the course level and study programme level, including administering the study programme and supervising the academic employees involved in teaching.</p> <p>2. Supervision – supervising students, including preferably doctoral students.</p> <p>3. Study development.</p> <p>4. Activity supporting teaching.</p>
RESEARCH AND DEVELOPMENT OR OTHER CREATIVE ACTIVITY		
<p>1. Research and development under the supervision of an experienced academic employee, including</p> <p>1.1. Participating in research efforts with the goal of defending a doctoral degree;</p> <p>1.2. Publishing the research results.</p> <p>2. In the field of arts, creative activity may supplement or replace research and development activity.</p> <p>2. Activities supporting research and development or other creative activity.</p>	<p>1. Research and development, including</p> <p>1.1. Active participation at an international level in specialised research and development activities, including research projects, and participation in funding application;</p> <p>1.2. Publishing and assessing researching results;</p> <p>1.3. Development</p> <p>2. In the field of arts, creative activity may supplement or replace research and development activity.</p> <p>3. Activities supporting research and development or other creative activity.</p>	<p>1. Research and development, including</p> <p>1.1. Active participation in research and development activities primarily oriented towards improving teaching practices, including initiating a research topic or a research project and participating in them, applying for funding;</p> <p>1.2. Publishing and assessing researching results;</p> <p>1.3. Development</p> <p>2. In the field of arts, creative activity may supplement or replace research and development activity.</p> <p>3. Activities supporting research and development or other creative activity.</p>

SOCIAL AND INSTITUTIONAL ACTIVITY

<p>1. Participation in the work of university and non-university academic and administrative bodies.</p> <p>2. Promoting the university and the speciality.</p>	<p>1. Participation in the work of university and non-university academic and administrative bodies.</p> <p>2. Performing a management function – managing a working unit.</p> <p>3. Promoting the university and the speciality.</p>	<p>1. Participation in the work of university and non-university academic and administrative bodies.</p> <p>2. Performance of management duties – management of an academic sub-unit or organisational unit, management of a study area.</p> <p>3. Promoting the university and the speciality.</p>
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Duties, workload and job requirements of senior lecturers

1. General description of the position

1.1. A senior lecturer is an academic employee who teaches their subject field and efficiently supervises students at the first two levels of higher education involved in research, development, or other creative activity, and participates in study development. For this purpose, a senior lecturer possesses an extensive and successful work experience as a lecturer at Tallinn University.

2. Job requirements

2.1. Master's degree or an equivalent qualification.

2.2. International professional experience:

2.2.1. Completion of degree studies in a foreign country or

2.2.2. Completion of continuing education in a foreign country within the last 5 years or

2.2.3. Performance of specialised academic work in a foreign country for at least 1 year, or within the last 5 years preferably for a total period of at least 3 months.

2.3. A senior lecturer must have the work experience and work efficiency corresponding to the highest career level of a lecturer as laid out in Annex 9 and described in Annex 10 to these Rules.

3. Work load

3.1. The work load of a lecturer of merit is divided among different duties as follows:

Duty	Volume
teaching	40-80%
research and development or other creative activity	10-40%
social and institutional activity	10-30%

4. The duties of a senior lecturer are agreed between the staff member and the head of unit pursuant to Annex 1 of these Rules.

Duties, workload and job requirements of teachers

1. General description of the position

1.1. A teacher teaches at the first two levels of higher education and carries out practical learning tasks; they may supervise students at the first level of higher education and be involved in research and development.

2. Job requirements

2.1. Master's degree or an equivalent qualification.

2.2. International professional experience is recommended;

2.2.1. Completion of degree studies in a foreign country or

2.2.2. Completion of continuing education in a foreign country within the last 5 years or

2.2.3. Performing specialised academic work in a foreign country within the last 5 years.

2.3. The work experience and work efficiency levels and their descriptions expected at the position of a teacher are laid out in Annexes 9 and 10 to these Rules.

3. Work load

3.1. The work load of a teacher is divided as follows among different duties:

Duty	Volume
teaching	75-90%
research and development or other creative activity	0-20%
social and institutional activity	10-15%

4. Teaching responsibilities

4.1. Teaching, including

4.1.1. Carrying out seminars, practical courses, practice classes and other tasks of practical nature at the first two levels of higher education;

4.1.2. Supervision – supervising students at the first level of higher education;

4.2. Study development – participation in the compilation and development of the study programme, developing courses, including the compilation of course descriptions and course programmes, creation and development of study materials, learning environments, teaching methodology, etc.

4.3. Activity supporting teaching.

5. Research and development or other creative activity

5.1. Participating in research and development activities under the supervision of an experienced academic employee.

5.2. In the field of arts, creative activity may supplement or replace research and development activity.

5.3. Activities supporting research, development or other creative activities as instructed by the immediate supervisor.

6. Social and institutional activity

6.1. Participation in the work of university and non-university academic and administrative bodies.

6.2. Promoting the university and the speciality.

The levels of an academic employee’s work experience and work efficiency by position and career level

		Type of academic activity	Teacher	Junior research fellow	Research fellow	Research track associate professor	Junior lecturer	Lecturer	Teaching track associate professor	Tenure track associate professor	Professor	Full professor
FIELDS OF WORK	1. TEACHING	Teaching experience and study development	1»2 ¹	1	2	2	1	2	3	3»4	4	4
		Supervising										
		Professional development in conducting and supervising teaching										
	2. RESEARCH AND CREATIVE ACTIVITY	Research or creative direction	-	1	2	3	1	2	2	3»4	4	4
		Publications and their impact										
		Activity and success in applying for competitive funding										
		Creative activity and its impact										
	3. SOCIETAL AND INSTITUTIONAL ACTIVITY	Societal innovation, cooperation and promotion	1»2	1	2	3	1	2	3	3»4	4	4
		Organisational work related to education, research, and creation; involvement in networks										
		Institutional development and administrative duties										

¹ If two levels are indicated, the first signifies the expected level at the time of applying for the position and the second at the time of evaluation.

- Activity for which the employee must have work experience and efficiency at least at the level indicated in the table.
- Activity evaluated only for positions related to creative activity, whereas this activity may substitute for publishing-related activities.
- Activity for which the level of work experience and work efficiency expected from the employee may be one level below the level indicated in the table, provided that the employee meets the level indicated in the table for two other fields of work

Descriptions of the levels of work experience and work efficiency of academic employees

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
TEACHING	Teaching experience and study development	
	LEVEL 1	<p>Some teaching experience (including assisting at courses of more experienced academic employees) and a readiness to develop one's teaching methods.</p> <p>Proven teaching experience and a well-considered idea of good teaching practices.</p> <p>An analysing/self-critical attitude and a motivated plan for self-improvement as a teacher.</p>
	LEVEL 2	<p>Successful systematic experiences in teaching and developing courses independently. Some experience in developing study materials and participating in study programme development.</p> <p>Proven independent teaching and course development ability at a good level, including explanation of study goals, applying different teaching methods as necessary, and using students' and colleagues' feedback to raise teaching quality.</p> <p>A systematic user of digital learning environments and study aids.</p> <p>Has developed study materials.</p> <p>Has participated in study programme development.</p>
	LEVEL 3	<p>Extensive and outstanding experience in and dedication to teaching at Bachelor's and Master's level and development of courses and study materials. Systematic participation in study programme development.</p> <p>Successful teaching practices and methods (as evidenced by positive feedback, recognition, etc.).</p> <p>Experienced user of innovative teaching methods, including digital study aids and learning environments.</p> <p>Has developed modern study materials that are highly appreciated by students.</p> <p>A proven systematic participation in course and study programme development.</p>
	LEVEL 4	<p>Extensive successful experience in teaching at a doctoral level. Has reached an outstanding level in teaching and development of courses, using, inter alia, science-based approaches. Has successfully led study programme development, including at doctoral level. An international-level study programme development experience (including joint study programme creation) is recommended.</p> <p>Teaching practices and methods considered as excellent (constant excellent feedback, awards, etc.);</p> <p>Is a recognised user and developer of innovative teaching methods (including scientific publications in the field of didactics).</p> <p>Has developed study materials accessible to the general public, which are widely used within the speciality by other academic employees.</p> <p>Collaboration- and evidence-based study development activity, including proven successful leadership experience in developing courses and study programmes.</p>

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
		Proven successful participation in study development at the international level.
Supervising		
LEVEL 1	<p>Desire to work and develop as a supervisor and to learn from more experienced academic employees.</p> <p>At evaluation, some supervising experience (including as a co-supervisor)</p>	<p>A thoroughly considered idea of good supervision practices gained as a supervisee.</p> <p>Proven supervision activity.</p> <p>An analysing/self-critical attitude and a motivated plan to develop as a supervisor.</p>
LEVEL 2	<p>Some successful experience with independent supervision of Bachelor's and Master's students (including supervision of seminar papers)</p>	<p>Evidence/submitted examples of applied good supervision practices.</p> <p>Supervised students have defended their papers on time.</p> <p>Positive feedback regarding supervision methods.</p> <p>Supervised students have received external awards or recognition.</p> <p>After graduating, supervised students have successfully become employed at the university or elsewhere.</p>
LEVEL 3	<p>Has successfully supervised Master's or doctoral students and created joint publications with the students or activated the students' publishing activity.</p>	<p>Evidence/submitted examples of applied good supervision practices.</p> <p>Supervised students have received external awards or recognition.</p> <p>Master's or doctoral students have defended their theses on time.</p> <p>Master's students have published their research results and/or proceeded with doctoral studies.</p> <p>Joint publications with supervised students.</p> <p>After graduating, supervised students have successfully become employed at the university or elsewhere.</p>
LEVEL 4	<p>Has successfully supervised numerous student papers and final theses, including numerous doctoral theses.</p> <p>Has reached an outstanding level in supervision and in activating the students' academic activity, including publishing activity.</p>	<p>Evidence/submitted examples of applied outstanding supervision practice.</p> <p>Has included doctoral students into their research projects, including high-level joint publications with supervised students.</p> <p>Doctoral students have defended their theses on time.</p>

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
		<p>More published doctoral students than required by formal basic standards.</p> <p>Doctoral students have received external awards/recognition.</p> <p>Doctoral students have continued as post-doctoral researchers or at high-level professional positions.</p> <p>Has supervised post-doctoral students or received applications for post-doctoral mentoring.</p> <p>Counsels less experienced academic employees in their supervision activities.</p>
Professional development in conducting and supervising teaching		
LEVEL 1	<p>Has participated at a basic course for teaching and supervision skills and/or speciality-specific development activities (recommended when applying for the position).</p> <p>Values professional development.</p>	<p>Proven completion of the teaching and supervision skills basic course.</p> <p>An analysing/self-critical attitude and a motivated professional development plan.</p>
LEVEL 2	<p>Has participated at a basic course for teaching and supervision skills and/or professional development activities at a non-basic level and applied the knowledge thus gained in practice.</p>	<p>Proven participation at teaching and supervision skills trainings, courses, seminars, or professional individual development activities at a non-basic level.</p> <p>Proven application of theoretical teaching and supervision knowledge to improve teaching and supervision practices.</p>
LEVEL 3	<p>Systematic and continued participation at teaching and supervision skills trainings and other professional development initiatives and successful application of knowledge thus gained.</p>	<p>Continued participation (as a trainer and/or trainee) at teaching and supervision training courses, courses, seminars and other initiatives related to professional development in the field of teaching and supervision.</p> <p>Systematic proven application of gained knowledge, relevant literature and student feedback to develop teaching and supervision practices.</p> <p>Proven application of good supervision practices in supporting/supervising new colleagues.</p>
LEVEL 4	<p>Continued professional development in many forms and successful application of expert-level knowledge and experience in using ways of evidence-based teaching and supervision.</p>	<p>Proven participation in various professional development activities, including proven leadership thereof.</p> <p>Proven collaboration-based and evidence-based development practices and systematic</p>

Type of academic activity		Expected work experience and work efficiency	Examples of expected results
		Organising and leading individual development and mentoring-related activities.	<p>application of feedback (including activity and development studies etc.).</p> <p>Has studied and applied in practice a wealth of relevant literature and published relevant publications.</p> <p>Proven successful participation in mentoring activities, including leadership thereof.</p>
RESEARCH AND DEVELOPMENT ACTIVITY	Research and/or creative activity and its focus		
	LEVEL 1	A readiness for research, development or other creative activity under the supervision of a mentor at a predetermined research or creative direction with the goal of obtaining a doctoral degree.	Research, development or other creative activity experience in a sufficient volume to successfully finish doctoral studies.
	LEVEL 2	Continued research, development and creative activity at an identified research or creative direction.	The topics of the publications and/or creative activity, as well as invited presentations and speeches, describe an identifiable direction of research or creative activity, which is compatible with the university's priorities.
	LEVEL 3	Has contributed significantly to an identifiable and important field or research or school of creative activity, and the results of this activity have gained international renown.	<p>Invitations as keynote speaker at national conferences and other academic or creative events, discussions or presentations; publications and/or creative efforts are cited. The topics of those projects, publications and/or creative efforts, as well as invited presentations and speeches describe an identifiable direction of research or creative activity, which is topical, forward-looking, and compatible with the university's priorities.</p> <p>Considered as an important local-level expert in their direction of research or creative activity.</p>
	LEVEL 4	Has successfully established an identifiable field of research or school of creative work or become a leader of an influential field of research or school of creative work; has achieved international renown and received an outstanding level of recognition in relation to this work.	<p>Numerous invitations as the keynote speaker at international conferences and other academic or creative events, discussions, or presentations. Their publications are widely cited and they have received awards or other recognition. The topics of those publications and/or creative activity, as well as the speeches and presentations, describe an identifiable direction of research or creative activity, which is topical, forward-looking, and compatible with the university's priorities.</p> <p>Is considered an opinion leader / artistic leader in their research or creative activity direction.</p>

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
		Has developed and introduced new research and/or creative methods or approaches in the field.
Publications and their impact		
LEVEL 1	Preferably some publishing experience (including joint publications). At evaluation, the doctoral studies' publication requirements are applied.	Has published popular science and/or research articles in acknowledged local and/or international publications.
LEVEL 2	A proven capacity to publish at a high level. Continued research activity the results of which have been published at least at a level required for a TLU doctoral thesis requirements.	Has published research articles in acknowledged international publications. Doctoral thesis or publications have received local research awards.
LEVEL 3	Continued successful research activity the results of which have been published as multiple high-level influential publications with a volume equal to at least one doctoral thesis in addition to the defended doctoral thesis.	The publications are regular and have been published in acknowledged international publications in the field. The publications/research results are cited in international research circles. Monographs or edited collections have an international reach/spread. Publications have received awards or gained other recognition.
LEVEL 4	Continued outstanding-level research activity resulting in numerous high-level influential internationally recognised publications reflecting the results of research efforts in the volume of at least three doctoral theses in addition to the defended doctoral thesis.	The publications are regular and appear in internationally acknowledged publications, including the most influential publications in the speciality. The publications have received international awards or other high-level recognition. The publications are widely cited. The citations are published in important high-level publications (thus demonstrating the relevance of the work outside of the author's research group and collaboration network). The publications/research results are cited in textbooks by other authors. Monographs or edited collections are internationally recognised as base or foundational texts of the speciality.
Creative activity and its impact		

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
LEVEL 1	Has participated in creative projects and/or presented promising individual creation.	Creative work has been presented in public (including at the university, participation in competitions).
	Continued and productive professional creative activity.	Several outcomes of the creative activity have been presented at professional-level creative events.
	Continued and productive creative activity, which has received recognition.	Creative work has received recognition by nationally important institutions. Creative work has been presented at internationally acknowledged creative institutions.
	Creative work has broad international renown.	Creative work has been recognised with important international awards (such as by international professional associations or research organisations). Has been nominated or selected for nomination for high-level international awards considered as internationally prestigious by colleagues working in the same speciality.
Activity and success in applying for competitive funding (including funding for creative work)		
LEVEL 1	Participation in research or creative projects and/or international mobility. At the time of applying for the position, meeting the criterion is recommended.	Evidence of participation in project activities from project records or project managers. Has received support/grants for study, research and/or creative activity abroad (including conferences).
	In addition to participation at conferences, has been involved in (research or creative) projects receiving competitive funding or received grants in the field of international academic mobility. Applications for individual grants or participation in the production of grant applications recommended.	Evidence of participation in project activities or production of grant applications from project records or project managers. Has received competitive funding for a longer-term study, research and/or creative activity abroad. Has applied for financing for post-doctoral studies.
LEVEL 3	Has been involved in (research or creative) projects that receive competitive funding, and successfully applied for competitive funding for research or creative projects.	As the head or senior personnel of a research group, has received competitive research or creative activity scholarships, support or grants. Letters of notice from international leading figures in research circles regarding important contributions to joint project applications and project work.

Type of academic activity		Expected work experience and work efficiency	Examples of expected results
			(Co)author of high-level publications written or creative work created as a result of projects with external funding.
	LEVEL 4	Has sustainably ensured competitive research or creative activity funding for their research or creative group, including winning internationally important grants, and turned those activities into high-level research effort or creative work.	<p>Has managed high-level large national or international research projects.</p> <p>Has successfully conducted multiple research projects as a result of competitive grant applications.</p> <p>Successful project applications are a continued basis for the research group's high-level research, development or other creative activity. High-level publications published as a result of research projects.</p> <p>Has received high-level fellowships for themselves or early career researchers (such as post-doctoral studies applications, etc.).</p>
SOCIAL AND INSTITUTIONAL ACTIVITY	Societal innovation, cooperation and promotion		
	LEVEL 1	At the time of applying, experience of participating in societal activities is recommended. At the time of evaluation, experience of participating in field-relevant societal activities.	Proven participation in societal activities and cooperation (including holding socially important roles; participation in policy-making, writing press releases and communiqués).
	LEVEL 2	Repeated participation in societal innovation, cooperation or promotion activities, including publishing research results in Estonian.	<p>Proven participation in societal activities and cooperation, which helps to promote the speciality or the university and improve its reputation (in schools, businesses, cultural organisations, community-based networks).</p> <p>Participation in field-specific expert forums and committees outside the university.</p> <p>Has published their research results in Estonian research and/or popular science publications. For staff members of other nationalities, other national languages not in everyday use in the field of science are accepted.</p>
	LEVEL 3	Participates actively in societal and innovation activities that have received recognition. Publishes high-level research results in Estonian.	<p>Evidenced continued participation in societal, cultural, or entrepreneurial cooperation. Systematic, meaningful connections with policy-makers or the general public.</p> <p>Consultancy and service contracts.</p> <p>Media contributions.</p> <p>Invitations to events and conferences beyond academia.</p>

Type of academic activity		Expected work experience and work efficiency	Examples of expected results
			<p>Has involved external stakeholders to the activities of the university (including involving representatives of other institutions in academic activities, has helped to broaden the numbers of student candidates through considering the means of lifelong learning, etc.).</p> <p>Has published international-level research results in Estonian-language research and/or popular science publications. For staff members of other nationalities, other national languages not in everyday use in the field of science are accepted.</p>
LEVEL 4	Experience in a leading role in societal and innovation activities that have significantly impacted the society. Publishes high-level research results in Estonian.		<p>Is an opinion leader in their speciality. Evidence exists that their activity has significantly affected policies or public opinion.</p> <p>Has been invited to participate in national or international policy level expert groups.</p> <p>Awards and recognition for societal innovation activities.</p> <p>Societal, cultural or entrepreneurial evidenced collaboration that has resulted in joint projects, joint publications or patents.</p> <p>Evidenced actual benefit to the society as perceived by those outside the academia (testimonials, reports, activities, evaluations or other evidence of change).</p> <p>Has initiated the inclusion of external stakeholders to the university's activities (such as new academic employees and students).</p> <p>Systematically publishes international-level research results in Estonian-language research or popular science publications. For staff members of other nationalities, other national languages not in everyday use in the field of science are accepted.</p>
Organisational activities related to education, research, and creation; involvement in networks			
LEVEL 1	At the time of applying, experience of participation in working groups and/or networks is recommended. At the time of evaluation, participation in organisational activities of the educational, research or creative field and/or national professional networks.		Participation/membership in national professional educational, research or creative working groups, networks or organisations.

Type of academic activity		Expected work experience and work efficiency	Examples of expected results
	LEVEL 2	Participation in organisational activities of the educational, research or creative field and international professional networks.	Membership of national professional educational, research or creative organisations or networks. Participation in organising professional events. Participation in international professional networks.
	LEVEL 3	Participation in organisational activities within the educational, research or creative field and leading those activities at the national level. Involvement in international professional networks and international collaboration is evident in research/creative projects or other professional activity.	Leading roles or active participation in national associations or significant professional networks. Editor or co-editor of local (or limited distribution) journal or book series. Member of an international high-level speciality journal's editorial board. Proven various collaborative activities with members of the international professional network. Active participation in organising influential professional events.
	LEVEL 4	Has participated in building and/or leading international networks and successfully turned those activities into international projects or other high-level professional activities.	Leading roles in international associations or significant networks. Leading roles or active participation in organising international influential professional events. Editor or co-editor of a significant international journal or book series. Research projects with participation from international networks. Has been a co-author of publications with international colleagues. Invitations to international conferences and other academic events as keynote speaker, or to discussions. Has been invited to (co)supervise or review doctoral dissertations at foreign universities. Has been invited to participate in international expert committees, review boards or doctoral councils.
	Institutional development and administrative tasks		
LEVEL 1	At the time of applying, institutional development experience is recommended. At the time of evaluation, experience with participation in development	Proven contribution to the development of the institution or its subunit. Has participated in committees and working groups.	

Type of academic activity	Expected work experience and work efficiency	Examples of expected results
	activities necessary for the university.	Proven contribution to study programme marketing.
LEVEL 2	Successful and consistent performance of administrative tasks and/or contribution to the development activities of the institution at the level of the unit.	<p>Proven contribution to the development of the institution or its subunit.</p> <p>Active participation in the committees and working groups of the institute or a subunit.</p> <p>Proven contribution to study programme marketing.</p>
LEVEL 3	Successful and consistent contribution to the initiatives of the academic institution or the unit and its effective functioning and governance.	<p>Active participation in university-level committees and working groups.</p> <p>Has contributed to the development of institutional policies/strategy.</p> <p>Has worked as an immediate supervisor of their colleagues with evidence of positive impact on the working process.</p>
LEVEL 4	Has successfully led academic institutions or units. Has contributed, and actively and influentially contributes to institutional innovations or production of new strategies.	<p>Has been appointed or elected to leading roles in an academic institution or unit. Evidenced important contribution to the management/leadership of the institution or unit.</p> <p>Has led or leads the work of the university's committees.</p> <p>Has led policy development at the level of an institutional or academic base unit (such as department, institute) and continues contributing actively.</p>

Secret ballot procedure

1. The secret ballot procedure is applied for personal elections in cases provided for in the Rules.
2. Secret ballot takes place by ballot paper or by electronic voting. In case of voting by ballot paper, the electoral body forms a counting committee of at least three members chosen from its ranks. If the candidate or related persons are members of the electoral body, they cannot be designated as committee members. In case of electronic voting, the principle of the secrecy of the vote must be guaranteed. The Rector may establish additional requirements for the conduct of electronic voting. [Amended 22.04.2020]
3. The names of all candidates for the same position shall be listed on the same ballot paper or, in case of electronic voting, in the voting environment and each elector can vote for one candidate only. [Amended 22.04.2020]
4. The candidate who receives the votes of more than a half of the voting members of the meeting of the electoral body is determined as the winner.
5. If no single candidate receives the required number of votes, a second round of voting is organised between the two candidates with the highest numbers of votes.
6. If neither candidate receives the requisite number of votes in the second round of voting, no more rounds of voting are organised.
7. If the candidate or persons related to the candidate are members of the electoral body, they are not allowed to take part in voting, and the quorum is reduced by the number of such persons when voting in this agenda item.
8. Votes given in breach of the voting arrangements are not counted. [Amended 22.04.2020]
9. The members of the vote counting committee count the votes and announce the outcome of votes. In case of electronic voting, the outcome of votes fixed in the voting environment shall be displayed to the members of the electoral body. The outcome is approved by the electoral body through a public vote. [Amended 22.04.2020]
10. The results of the secret ballot are drawn up as a decision of the electoral body.