

SALARY STRUCTURE FOR SCIENTIFIC STAFF AT DTU

A. Prerequisites for use of the salary structure

The overall basis for working with individual supplements for scientific staff at DTU is:

- This pay structure for scientific staff
- DTU's overall salary policy
- DTU's salary negotiation procedure
- The collective agreement with the Danish Confederation of Professional Associations (AC) and the framework agreement on the 'new salary system*.

All supplements are stated at the annual 31 March 2012 level exclusive of pension contributions. The current level is found by multiplying the amount by the current adjustment percentage (see the Danish Ministry of Finance's latest salary overview).

The allocation of supplements at a given level is conditional upon the fulfilment of the criteria at the given level and on the employee fulfilling the stated criteria at all lower levels of the salary structure for the relevant job category.

The salary structure is prepared on the basis of DTU's joint salary policy and DTU's salary negotiation procedure and applies to scientific staff employed at DTU under the collective agreement with the Danish Confederation of Professional Associations (AC).

The salary structure is organised so that competences are described individually up to and including associate professor salary level 1c, where the scientific employee still develops the various sub-elements of his or her competence profile. From associate professor salary level 2 and upwards, the basis is the employee's overall competence profile. Competences that can be included as elements in the profile of the individual scientific employee are described in Appendix 1 under the four headings: Education, Research, Scientific advice, and Innovation.

This salary structure supplements the collective agreement with the Danish Confederation of Professional Associations (AC) and thus the job structures for scientific staff under Job structure for scientific staff at universities and Job structure for the BEng programme and the Global Business Engineering programme.

Sections A, E, F, G, H and I apply to positions under both these structures.

The purpose of this salary structure is to create a simple, transparent and operational structure for the employees concerned and thus contribute to:

- fair treatment of employees and providing a clear picture of DTU's salary structure as well as avoiding arbitrariness
- ensuring consistency between salary, results, job content and responsibilities
- using salary as a strategic tool
- highlighting the principles behind and the criteria for local salary formation and thus the correlation between performance, results, quality and resources
- supporting the implementation of new tasks and development initiatives
- aligning employees' and managers' expectations prior to salary negotiations.

Managers and union representatives share responsibility for ensuring that efforts are made to exploit the possibilities inherent in the salary structure.

B. Positions under 'Job structure for scientific staff at universities' under associate professor/senior adviser/senior researcher level

PhD fellows

As a PhD fellowship is a training position, no qualifications supplement is generally granted. PhD students may be paid a one-time bonus.

Research assistants

Research assistants who make a special contribution/demonstrate special skills in carrying out their job tasks may be granted a qualifications supplement of DKK 15,000 (31 March 2012 level).

Postdocs

As a postdoc position is a temporary position, a qualifications supplement is only granted under certain circumstances. Postdocs who make a special contribution/demonstrate special skills in carrying out their job tasks may be granted a qualifications supplement of DKK 20,000 (31 March 2012 level).

Researchers/assistant professors

Salary level a: Supplement of DKK 0

Scientific staff who have qualified in a field of work and who can handle the work tasks of the position within research, teaching, and/or scientific advice, and who work with academic and/or organizational support.

Salary level b: Supplement of DKK 20,000 (31 March 2012 level)

Scientific staff who have their own academic profile and have *independent activities* within the work tasks of the position in research, teaching, innovation, and/or scientific advice.

Salary level c: Supplement of DKK 30,000 (31 March 2012 level)

Scientific staff who make an extra contribution and show special qualifications in the performance of their tasks and/or have been successful in their field, and who also act as daily academic officer in charge of one or more employees at research assistant, PhD, or postdoc level.

C. Positions as associate professor/senior adviser/senior researcher:

Salary level 1a: Supplement of DKK 0

Scientific staff who—in a previous position as assistant professor, researcher, or postdoc—have qualified to carry out the tasks of the position independently.

Salary level 1b: Supplement of DKK 20,000 (31 March 2012 level)

Scientific staff who have experience in research and publication (for senior advisers: dissemination), as well as in teaching, innovation, or scientific advice corresponding to the description under 1a, and who also act successfully in at least one of the fields of research, teaching, innovation, or scientific advice.

This may, for example, be:

- to be recognized as a researcher by, for example, being cited or by giving invited lectures domestically or internationally
- to develop and take responsibility in their teaching and be recognized by the students
- to create new contexts through their innovative approach in, for example, method development, student innovation, start-ups, or commercialization
- to be effective in their communication with partners in scientific advice and create new connections.

Salary level 1c: Supplement of DKK 40,000 (31 March 2012 level)

Scientific staff who have some experience in research and publication (for senior advisers: dissemination), as well as in teaching, innovation, or scientific advice corresponding to the description under 1a and 1b, and who also act successfully in at least one of the fields of research, teaching, innovation, or scientific advice.

This may, for example, be:

- to have a clear vision for their research and obtain external funding for their activities
- to act as course coordinator, handle coordination across courses and contribute to course development
- to contribute to patenting or the development of new innovation initiatives
- to develop and highlight scientific advice and to develop their competences in the field in question.

Salary level 2: Supplement of DKK 65,000 (31 March 2012 level)

Scientific staff with solid experience in research and publication (for senior advisers: dissemination), and who have established a profile in teaching, innovation, or scientific advice.

The scientific employee has competences as described under the grades at salary level 1 and can also be characterized as a profile with competences in:

- Research: role as manager or mentor for research talents, with responsibility for research collaborations with other research institutions or with industry and a peer reviewer.
- Teaching: experienced lecturer with responsibility for courses or teaching activities, and holding of exams, as well as for further development of courses or quality assurance of study environment.
- Innovation: responsible for ongoing projects or for the development of the innovation environment based on own ideas or as a facilitator and developer for innovative projects.
- Scientific advice: expert or adviser based on own knowledge with interface and projects with external partners.

Salary level 3: Supplement of DKK 90,000 (31 March 2012 level)

Scientific staff who—in addition to meeting the criteria for salary level 2—can be characterized as a profile within either research, teaching, innovation, or scientific advice, or who have a profile composed of several of the four profile types and also act successfully in their field.

Profile descriptions may, for example, be:

- A strong profile as a researcher; has successfully supervised PhDs or postdocs in his/her field and has achieved significant research results as a driving force
- A strong profile as a lecturer; has developed new courses or is responsible for a study programme or teaching activities
- A strong profile in innovation; has set up start-ups, acquired patents that have been licensed, sold or otherwise been taken into use, or has otherwise further developed methods, ideas, or technology
- A strong profile as a responsible expert and adviser with main responsibility for advisory activities within an area

Salary level 4a: Supplement of DKK 115,000 (31 March 2012 level)

Scientific staff who—in addition to meeting the criteria for salary level 3—must be characterized as having a particularly strong profile within their field and are either:

- on the level just under or at professor level in terms of research or teaching
- or who—based on solid academic competency—make a corresponding contribution in innovation or scientific advice

In a career path towards a professorship, the employee will typically go from salary level 4a to a professorship.

Salary level 4b: Supplement of DKK 140,000 (31 March 2012 level)

Scientific staff, who—in addition to the responsibilities mentioned above at salary level 4a—also have important competences such as:

- being at professor level in terms of research and teaching
- working with integration of research results in the teaching at the university to a great extent
- launching new teaching initiatives and formats of international interest
- having established themselves as a preferred partner and reference within their field with close contact to industry
- participating as peer reviewers in national and international foundations for the purpose of allocating research funding.

D. Positions at professor level:

Professor 1: Salary grade 37 with a supplement of DKK 60,900 (31 March 2012 level)

Newly appointed professors (recruited both externally and internally) at DTU. The professor will normally be responsible for building up or developing a subject area, and will also be obliged to conduct research management and research-based teaching and/or provide scientific advice. In addition to ordinary teaching activities, research-based teaching may, for example, be thesis supervision and guidance of PhD students.

Professor 2: Salary grade 37 with a supplement of DKK 91,700 (31 March 2012 level)

Professors who have successfully established or further developed high academic standards in a research group. The professor must also have experience with obtaining external research funding. Professors who fulfil these criteria at the time of employment can be graded as Professor 2.

Professor 3: Salary grade 37 with a supplement of DKK 131,100 (31 March 2012 level)

Particularly successful professors with an excellent international platform. The professor must also work actively, successfully, and openly with external partners—defined as businesses, research institutions, foundations, and other sources of research funding.

Professor A: Salary grade 38 with a supplement of DKK 84,900 (31 March 2012 level)

Professor A+: Salary grade 38 with a supplement of DKK 109,900 (31 March 2012 level)

Salary grade 38 is used for the appointment of professors, who, as a minimum, possess the qualifications described under salary grade 37, Professor 3.

DKK 84,900 or DKK 109,900 may be granted as a qualifications supplement to the basic salary, depending on the professor's competence and qualifications level.

A newly appointed professor or a professor who is appointed from salary grade 37 is typically graded as Professor A if the professor has successfully established himself/herself internationally as a leading scholar in his/her field, and if the professor is capable of high-level, result-creating research management.

A grading with supplement A+ may be made if the professor has acted with great success at level A for an extended period of time.

Professor B: Salary grade 38 with a supplement of DKK 144,200 (31 March 2012 level)

Professor B+: Salary grade 38 with a supplement of DKK 179,200 (31 March 2012 level)

This level is used for leading professors, who—as a minimum—possess the qualifications described under Professor A/A+. DKK 144,200 or DKK 179,200 may be granted as a qualifications supplement to the basic salary, depending on the professor's competence and qualifications level.

A newly appointed professor or a professor who is appointed from Professor A/A+ is typically graded with supplement B if the professor performs particularly large tasks in research management with great success.

A grading with supplement B+ may be made if the professor has acted with great success at level B for an extended period of time.

Supplement B will not normally be granted to professors who already receive function supplements for other types of research management—as head of centre, for example.

E. Criteria for function supplements

A function supplement is granted for special functions falling outside the normal scope of the position, and for which the employee is not compensated via the basic salary and any qualifications supplement. The function supplement is granted as a pensionable supplement. A function supplement is granted as long as the function is being undertaken and terminates when the function ceases, as agreed in the letter of allocation.

In the absence of any such agreement, the function supplement terminates at three months' notice. An accurate description of the function and a specific reason are therefore important as this is a fixed-term supplement.

Function supplements are negotiated between the immediate manager/departmental management and the relevant union representative/organization.

Supplements may be granted for the following functions:**Heads of section**

No supplement is granted if the head of section is responsible for less than five employees

Heads of section with management responsibility for 5-15 employees are granted a supplement of DKK 32,800 (31 March 2012 level).

Heads of section with management responsibility for more than 15 employees are granted a supplement of DKK 45,900 (31 March 2012 level).

Member of the department's senior management team

This supplement can only be granted at departments without heads of section and amounts to DKK 19,700 (31 March 2012 level).

Head of centre and head of basic research centre

A head of centre supplement is only granted to employees who head a centre, and is determined on the basis of an individual assessment and decision made by the Executive Board.

A separate supplement is granted to heads of basic research centres.

Head of studies

Appendix 6 of the collective agreement with the Danish Confederation of Professional Associations (AC) states that “academics covered by a collective agreement who serve as head of studies are entitled to a salary, etc. pursuant to the provisions of the Danish Ministry of Finance's Circular of 13 June 2007.” This circular deals with supplements for different groups of heads appointed under the previous University Act.

The supplement granted to heads of studies varies depending on the number of students in accordance with the applicable circular. As DTU's study programmes are interdepartmental rather than department-specific, one supplement of DKK 32,800 (31 March 2012 level) is granted to all heads of studies. The supplement is agreed with the trade union.

Other types of function supplements

A recommendation may be submitted to Corporate HR to grant a supplement for special functions where the tasks fall outside the normal scope and areas of responsibility of the position and where a qualifications supplement is not already granted as a result of a special contribution to the field in question.

Examples of special areas of responsibility for which a function supplement may be granted:

- Overall responsibility for the department's IT functions
- Special management functions/tasks that fall outside the normal scope of the position
- Special administrative functions that fall outside the normal scope of the position
- Special responsibility for operating a facility.

The size of the function supplement is determined taking into account the complexity of the task and based on a comparison with the general salary level in the area.

F. Recruitment supplement

At the time of employment, recruitment supplements may be granted to employees if, exceptionally, their grading in the current salary structure is not consistent with the salary level at which the employee in question is to be remunerated. A recruitment supplement is allocated as a pensionable supplement.

The employee is graded in the salary structure according to his/her qualifications. The difference between the annual salary stated in the salary structure and the agreed annual salary can then be granted as a recruitment supplement. The recruitment supplement is converted on the first allocation of a qualifications supplement or in connection with a change of positions and/or career development and is thus offset in the agreed new supplement.

In quite extraordinary cases, a recruitment supplement may be granted to employees who—as part of their career—decide to take a PhD based on several years of experience as academic staff holding technical/administrative positions or from an industrial or a technical company.

G. One-time bonuses

A one-time bonus is typically granted in recognition of an individual performance and results achieved. It will be agreed separately whether a one-time bonus is to be a pensionable supplement.

All one-time bonuses are negotiated between the immediate manager/departmental management and the relevant union representative/organization.

For self-negotiators, see the collective agreement, a one-time bonus is fixed by the management following negotiation with the individual employee. After the negotiation, DTU informs the relevant union representative/organization about the supplement.

A one-time bonus may be agreed outside the annual salary negotiation.

A one-time bonus amounts to minimum DKK 10,000 and should amount to maximum DKK 30,000 (current level).

H. Conclusion and termination of the structure

This agreement on salary structure has been entered into at the Cooperation and Joint Consultation Committee meeting held on 28 September 2021 and is valid until another salary structure is adopted or it is terminated by one of the parties at three months' notice.

SCIENTIFIC POSITIONS AT DTU Engineering Technology, which are covered by Job structure for the BEng programme and the Global Business Engineering programme

Assistant professors

Assistant professors who are employed in a position as assistant professor meet the requirements described in the above job structure.

Assistant professors who make a special contribution and demonstrate special skills in carrying out their assignments may be granted a qualifications supplement amounting to DKK 20,000 (31 March 2012 level).

Associate professors

Salary level 1a: Supplement of DKK 0

Associate professors who are qualified to hold a position as associate professor and who can independently handle the work tasks of the position.

Salary level 1b: Supplement of DKK 20,000 (31 March 2012 level)

Associate professors with some experience of teaching, development work, and innovation.

The associate professor must demonstrate successful performance within one or more of the following areas:

- Teaching: Contributions to the development of or changes to teaching and education
- Collaboration with business sector: Knowledge of the business sector and methods and practices in the business sector
- Development: Contributions to development projects in a partnership involving students, scientific staff colleagues, and industry
- Innovation: Contributions to the description of student projects in partnership with industry.
- Funding: Contributions to externally funded projects.

Salary level 1c: Supplement of DKK 40,000 (31 March 2012 level)

Associate professors with significant experience of teaching, development work, and innovation.

The associate professor must demonstrate successful performance within one or more of the following areas:

- Teaching: Initiating and planning development of or changes to teaching and education.
- Collaboration with business sector: Has established a corporate network within the academic field.
- Development: Participation in development projects in a partnership involving students, scientific staff colleagues, and industry.
- Innovation: Contributions to the formulation and supervision of student projects in collaboration with industry or patenting contributions.
- Funding: Participation in externally funded projects.

Salary level 2: Supplement of DKK 65,000 (31 March 2012 level)

Associate professors with solid experience of teaching, development work, and innovation.

The associate professor must demonstrate successful performance within one or more of the following areas:

- Teaching: Responsibility for development of or changes to teaching and education.
- Collaboration with business sector: Active use of corporate network

- Development: Being established within his/her development area with national or international development projects.
- Innovation: Responsibility for the implementation of student projects in partnership with industry, participating in commercialization of innovation activities, or arranging patenting.
- Funding: Participating in external projects, including attracting external funding and carrying out independent project work.

Salary level 3: Supplement of DKK 90,000 (31 March 2012 level)

Associate professors who—in addition to meeting two or more of the criteria for salary level 2—carry out a number of important tasks very convincingly, such as

- Teaching: Implementing renewals of or changes to courses and study programmes which attract students. External examiner for higher education study programmes
- Collaboration with business sector: Using corporate networks in his/her teaching
- Development: Participating as a scientific co-organizer of conferences and regularly serving as a reviewer and external examiner at external institutions, or participating as an invited speaker at specialist conferences.
- Innovation: Responsibility for the implementation of student projects in partnership with industry, participating in commercialization of innovation activities
- Funding: Implementing and managing innovative development projects and business partnerships, coordinating external projects, and successfully attracting external funding.

Salary level 4a: Supplement of DKK 115,000 (31 March 2012 level)

Associate professors who—in addition to meeting several of the criteria for salary level 3—are characterized as having a particularly strong profile within their field and meet several of the criteria:

- Teaching: At the level just below or at professor level
- Collaboration with business sector. Have built up corporate networks that are involved in teaching and innovation/research projects
- Development, innovation, and research: Solid academic competency and a driving force in development projects in partnership with students, colleagues, and industry
- have varied experience with the establishment and development of business partnerships

Salary level 4b: Supplement of DKK 140,000 (31 March 2012 level)

Associate professors who—in addition to meeting two or more of the criteria at salary level 4a— also have significant competences and meet several of the criteria:

- Teaching: Are at professor level in terms of teaching and/or launch new teaching initiatives and formats of international interest
- Collaboration with business sector: have established themselves as a preferred partner and reference within their field with close contact to industry
- Development, innovation, and research: Work with integration of innovation/research results in the teaching at the university to a great extent

Positions at professor level:

Professors must demonstrate successful performance within one or more of the following areas:

- **Teaching:** Responsibility for development of or changes to teaching and education.
- Development:** Being established within their development area with international impact, participating in national or international development projects
- **Innovation:** Responsibility for the implementation of student projects in partnership with industry, participating in commercialization of innovation activities, and arranging patenting
- **Funding:** Participating in external projects, including attracting external funding, and carrying out independent project work

Salary level 3: Supplement of DKK 90,000 (31 March 2012 level)

Professors who—in addition to meeting the criteria for salary level 2—carry out a number of important tasks very convincingly, such as

- **Teaching:** Implementing renewals of or changes to courses and study programmes which attract students.
- **Development:** Participating as an academic co-organizer of international conferences and regularly serving as a reviewer and external examiner at external institutions, or participating as an invited speaker at international specialist conferences.
- **Innovation:** Experience with business start-ups, implementation of patenting processes as co-inventor or active use of patents in the commercialization process.
- **Funding:** Implementing and managing innovative development projects and business partnerships, coordinating EU projects and successfully attracting external funding.

Salary level 4a: Supplement of DKK 115,000 (31 March 2012 level)

Senior associate professors of engineering who—in addition to meeting the criteria for salary level 3—can be characterized as highly talented employees with an excellent international profile and who

- are either academically at the level just below or at senior associate professor of engineering level
- **or** who—on the basis of solid academic competency—make a significant contribution in
- teaching, education, or innovation, or
- are a driving force in development projects in partnership with students, colleagues, and industry
- have varied experience with the establishment and development of business partnerships or start-ups, and
- attract considerable external funding.

Salary level 4b: Supplement of DKK 140,000 (31 March 2012 level)

Professors who—in addition to the responsibilities mentioned above at salary level 4a— have important competences such as:

- Integrating results from development projects in their teaching at the university to a great extent
- Launching new teaching initiatives and formats of international interest
- Having established themselves as a preferred partner and reference within their field with close contact to industry in relation to contracts and patents.
- Participating in work with national and international foundations for allocation of research funding.

Positions at professor level:

Professor with special responsibilities (ID MSO): Grade 8 of the AC scale with a supplement of DKK 233,700 (31 March 2012 level), equal to the basic salary for professors

The salary for professors with special responsibilities is determined on the basis of a preliminary agreement concluded with relevant organizations for the position of professor with special responsibilities (Professor MSO).

In order to be appointed as professor with special responsibilities, the employee must— in addition to meeting the criteria for being graded at minimum salary level 4a—have demonstrated a very special commitment and talent in development-based teaching and education, and/or development-based innovation. Special emphasis must also be placed on an assessment of the candidate's opportunities for carrying out the special assignment(s) of the position in question.

A professor with special responsibilities must—with high academic competence—be able to build up a new and relevant field of development or study programme, and must be able to handle development management.

Other qualification requirements are:

- o A significant contribution to **teaching** in several of the following areas: Successful performance of teaching, establishment of new courses, renewal of teaching activities, preparation of teaching materials, continuing pedagogical education and training, as well as publications in international teaching journals

- o A significant contribution to **education** in several of the following areas: Planning and implementation of study programmes, evaluation of study programmes, undertaking of management duties for study programmes, continuing education and training in didactics, active participation in both national and international education forums, publications in international education journals.

And/or

- o A significant contribution in **development-based innovation**. Furthermore, the employee must have the potential to develop the subject area further and have documented original development-based production at international level.

Professor 1: Salary grade 37 with a supplement of DKK 60,900 (31 March 2012 level)

- o Newly appointed professors (recruited both externally and internally) at DTU. The professor will normally be responsible for building up or developing a subject area, and will also be in charge of development project management and teaching based on development projects.

Professor 2: Salary grade 37 with a supplement of DKK 91,700 (31 March 2012 level)

Professors who have successfully established or further developed high academic competency in project development in a research group. The professor must also have experience with obtaining external research funding.

Professor 3: Salary grade 37 with a supplement of DKK 131,100 (31 March 2012 level)

Highly successful professors with an excellent international platform. The professor is also required to work actively, successfully, and openly with external partners, defined as businesses, research institutions, universities, other educational institutions, foundations, and other sources of research funding.

Appendix 1: Profile descriptions

Competences that can be included in a competence profile for a scientific employee.

Elements in profile description, teaching:

1. **Competence development:** The lecturer will continuously develop his/her pedagogical/didactic academic competency. First and foremost through participation in individual competence development as well as collective competence development initiatives, and internal/external programmes targeted at the engineering didactic teaching competence. This may, for example, involve the completion of DTU's Education in University Teaching (UDTU) modules, participation in and contributions to teaching seminars and workshops at the department and across DTU, participation in Scholarship of Teaching and Learning, and completion of courses in dissemination and development of teaching.
2. **Development of teaching:** The lecturer will continuously develop his/her teaching and adjust and experiment with his/her teaching form and content. The lecturer will bring new and effective teaching methods into play and efficiently use feedback from students to develop his/her teaching. The lecturer will successfully implement key elements from DTU's teaching strategy in his/her teaching. The lecturer is recognized for his/her teaching by the students.
3. **Academic development and knowledge production:** The lecturer will bring his/her pedagogical/didactic academic competency into play in development, innovation, or research activities and will create knowledge about academic competency in teaching and dissemination. The lecturer will participate in quality assurance and development of courses and study programmes at other universities and for strategic partners.
4. **Collaboration and knowledge sharing:** The lecturer will reach out to colleagues, the department, the rest of DTU, and to other teaching environments among partners and at strategic partner universities. The lecturer will share knowledge, acquire and disseminate his/her knowledge and pedagogical/didactic academic competency to the benefit of the whole of DTU. The lecturer will contribute to recruitment of students and to highlighting DTU's study programmes.
5. **Teaching administration:** The lecturer will be an active participant in the general development of study programmes at DTU. The lecturer will participate in committees and working groups, and use the acquired knowledge to lift and contribute to the collective task and the study environment at the department and at DTU.
6. **Fundraising:** The lecturer will successfully attract external funding for the development of the teaching at DTU.

Elements in profile description, research:

1. **Publication:** The researcher will publish articles in recognized peer-reviewed scientific magazines and journals, as well as monographs within his/her field of research as corresponding author or as primary contributor. The researcher is recognized and cited within his/her field, and this is reflected in the researcher's citation index rate.
2. **Research profile:** The researcher has a clear vision for his/her research and has an eye for cultivating new areas, new technology, or new methods in his/her field or for working on an interdisciplinary basis in a way that opens up new directions in the research. The researcher is recognized by his/her peers and is invited to give lectures and/or write reviews nationally and internationally.
3. **Research manager:** The researcher trains new research talents by being an academic leader for young researchers at several levels and by acting as a mentor. The researcher has successfully supervised PhD students as well as students in study programmes at DTU (MSc, BSc, BEng) through research-based final projects. The researcher acts as project manager or coordinator for major projects both nationally and internationally.
4. **Peer reviewing:** The researcher participates actively in peer reviewing at one or more levels: As a peer reviewer for recognized journals, as a reviewer of research applications, as a participant in assessment committees for researchers, senior researchers, and faculty appointments.
5. **Dissemination** The researcher participates in national and international conferences, symposia, and congresses and gives academic lectures or otherwise presents his/her research widely. The researcher is a co-organizer of conferences and sits on the scientific panel for conferences. The researcher disseminates his/her research to non-experts in written or other form. The researcher utilizes other media or platforms such as popular science media or publications with a broad focus.
6. **Collaboration:** The researcher participates in groups and consortia with several partners—for example from industry and in large EU or other research partnerships and networks. The researcher works across DTU, conducts research and publishes with researchers from other departments, and contributes to the research infrastructure at DTU or across institutions.
7. **Industrial and applied research:** The researcher participates in academically focused projects with industry and works across the border between basic research and applied research.
8. **Funding:** The researcher is successful in obtaining external funding for his/her research projects or as a co-applicant on major research projects.

Elements in profile description, scientific advice:

Scientific advice for scientific staff at DTU includes scientific advice to public authorities as well as to national and international organizations and commissions, industries, and companies. These services include advice, monitoring, knowledge and laboratory resources, methodology development, and capacity expansion, and are based on the best available knowledge and technology.

- 1. Collaboration and knowledge sharing:** The employee establishes and develops collaboration with national/international authorities, organizations, industry, or other stakeholders in research collaboration, scientific advice, or risk assessment. The employee collaborates with colleagues, the department, and the rest of DTU on development and implementation of the scientific advice.
- 2. Dissemination and communication:** The employee disseminates his/her professional knowledge and advice so that it becomes available to the recipient and contributes to a factually based dialogue. The employee contributes to highlighting DTU's scientific advice.
- 3. Competence development:** The employee continuously develops his/her competences in scientific advice. This may, for example, involve implementation of and contributions to relevant study programmes and courses, workshops, and seminars.
- 4. Academic development and quality assurance:** The employee participates in quality assurance and development of scientific advice at DTU and other universities, as well as with external partners.
- 5. Funding:** The employee is successful in attracting external funding for scientific advice at DTU.

Elements in profile description, innovation:

Innovation forms part of DTU's DNA. Innovation arises when new research ideas that constitute a break with previous research practices are translated into practice and create value.

The scientific employee continuously focuses on where there is potential for innovation and innovative thinking. Via collaborations and knowledge sharing, the employee helps students and employees translate inventions and discoveries into enterprising businesses, and engages in innovative collaborations with society as a whole. The employee creates innovation by being driven by the will to develop new, sustainable ideas that can contribute to acquiring new perspectives on and possible solutions to global challenges. The employee disseminates knowledge about innovation in general as well as knowledge about specific innovations and manages to see the potential for innovation within DTU's four pillars, each with its own focus: student innovation, business collaboration, start-ups, and commercialization.

- 1. Student innovation:** Contributes to supporting students' projects in the form of guidance, conceptualization, commercialization, etc.
- 2. Business collaboration:** The employee's ability to create innovation and to disseminate his/her knowledge about this mean that the employee has increased success in attracting external funding for new research and potential innovations or for commercialization.
- 3. Start-ups/spin-outs:** The employee participates in, facilitates, or creates the framework for start-ups and spin-outs based on technology or knowledge created at DTU.
- 4. Commercialization** The employee continuously develops his/her innovation competences by continuously developing experience with start-ups, implementation of patenting processes as co-inventor, or active use of patents in the commercialization process.