

GAP Analysis (Charter and Code Checklist)

Case number: 2022NO837474

Name Organisation under review: Western Norway University of Applied Sciences

Organisation's contact details: Høgskulen på Vestlandet, Postbox 7030, 5020 Bergen, Norway

Date endorsement charter and code: 03/10/2022

Ethical and Professional Aspects

2. Ethical Principles [Ethiske prinsipper]

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Forskere skal følge de anerkjente etiske praksisene og grunnleggende etiske prinsippene som gjelder for deres fagfelt, og de etiske standardene som er nedfelt i de ulike nasjonale, bransjevisse eller institusjonelle yrkesetiske regler.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- Almost but not fully implemented	<p>HVL is considered to almost fulfil this principle through compliance with national legislation, institutional regulations and practices. It is a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>Ensuring high awareness concerning ethical principles and professional standards is continuous work, as is the case with professional responsibility and attitude, and HVL will continue ensuring that researchers have good knowledge about these issues through training and information.</p> <p>National regulations on ethical principles:</p> <ol style="list-style-type: none"> 1. The purpose of the The Research Ethics Act (from 2017) is to ensure that public and private research is conducted in accordance with recognised norms of research ethics (§ 1). Furthermore, the law is the legal basis for the national research ethics committees. 2. The Norwegian Act on medical and health research (the Health Research Act) provides the framework for medical and health research on humans, human biological material and/or health data. The regulations pertaining to this area are largely compiled into a single Act, thus researchers can relate mainly to one authority when applying for approval 	

	<p>of research projects. This authority consists of the Regional Committees for Medical and Health Research Ethics (REK).</p> <ol style="list-style-type: none"> 3. The Norwegian Biotechnology Act ensures that medical use of biotechnology is utilized for the good of people in accordance with principles of respect for human dignity, human rights and personal integrity and without discrimination on the basis of hereditary qualities, based on the ethical norms embodied in our western cultural heritage. 4. The Norwegian Act relating to the production and use of genetically modified organisms is the Gene Technology Act. The purpose of this Act is to ensure that the production and use of genetically modified organisms and the production of cloned animals take place in an ethically justifiable and socially acceptable manner, in accordance with the principle of sustainable development and without adverse effects on health and the environment. 5. These Acts give mandates to the Norwegian National Research Ethics Committees, the [Regional Research Ethics Committees (REK)] and the [National Commission for the Investigation of Research Misconduct]. <p>The <i>Office of the Auditor General of Norway</i> has performed a survey, showing that the state research institutions in the university and college sector have insufficient measures to ensure good research ethics. In the time after this report was published in November 2021, a working group at HVL has been discussing measurements to be taken to ensure good research ethics at HVL. Four main measures are designated at HVL, these are mentioned under Institutional regulations in the following.</p> <p>Sikresiden.no is a collaboration between 33 universities, colleges and research organizations in Norway. This website provides preventive training and advice on what to do in an emergency. One of the topics are Research Ethics: https://www.sikresiden.no/en/preventive/researchethics</p> <p>Institutional regulations on ethical principles:</p> <p>HVL has a web portal on [Research Ethics] (In English and Norwegian). https://www.hvl.no/en/research/research-ethics/, where researchers can find information on how ethical aspects of the research process are regulated by a number of values, norms, laws, regulations and institutional arrangements.</p>	<p>Initiative undertaken: AFII has initiated a pilot project ("HVL SJEKKE") that will improve counseling on</p>
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	<p>HVL has a <i>Research ethics committee</i> which is chaired by the Vice-chancellor for Research. The committee “contributes to the development of a good culture for research ethics in accordance with research ethics norms, and a system for preventing breaches of research ethics rules.”</p> <p>The institution’s Strategy 2023-2030 states that <i>We set the agenda and communicate knowledge from and about our subject areas. We highlight the knowledge we generate by participating in public debate. Our staff and students have academic integrity and an awareness of research ethics.</i></p> <p>Since the aforementioned report from the <i>Office of the Auditor General of Norway</i> was published, HVL has decided upon three main measures to be taken to ensure good research ethics in the organisation. These are elaborated under “Initiatives undertaken / new proposals”. In addition to these, a pilot project “HVL SJEKKE” is initiated. This will improve counseling on research projects in the initial phases, including assessment of research ethics in the projects. Another measure taken is to establish Research Ethics Committes on all of the faculties. These shall contribute to the development of a good culture for research ethics in accordance with research ethics norms, and a system for preventing breaches of research ethics rules.</p>	<p>research projects in the initial phases, including assessment of research ethics in the projects.</p> <p><i>New proposals:</i> HVL needs to establish systems that identify the academic staff’s needs for training and competence within research ethics.</p> <p>There is a need for further development of training and courses on research ethics, especially for PhD-candidates but also other academic staff.</p> <p>HVL needs to assess whether the faculties have sufficient expertise and resources to meet the need for advice and administrative procedures on cases regarding research ethics and suspicions of misconduct.</p>
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8. Dissemination, exploitation of results [Formidling og utnyttelse av resultater]

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Alle forskere skal i samsvar med sine kontraktsvilkår sikre at resultatene av deres forskning blir formidlet og utnyttet, f.eks. ved at de kommuniseres, overføres til andre forskningsmiljøer eller, om relevant, kommersialiseres. Særlig forventes det av seniorforskere at de utviser lederskap når det gjelder å sikre at forskningen bærer frukter og at resultatene enten blir utnyttet kommersielt eller gjort tilgjengelig for offentligheten (eller begge deler) når anledningen byr seg.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfill this principle by practicing in accordance with national legislation and institutional regulations. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>As a state-owned institution HVL has a mandate and an obligation to enlighten and inform the public through dissemination and participation in the public debate.</p> <p>National regulations and sources on dissemination and exploitation of results</p> <p>PhD on Track is a national web resource for PhD candidates and early career researchers in Norway. The website aims to enable beginning researchers from all academic fields to easily access information on different aspects of the process towards a PhD degree. Main topics are the research process, communicating results, and open science: https://www.phdontrack.net/</p> <p>CRISTIN (Current Research Information System in Norway) is the national system for registering and reporting research activities. All employees at HVL are responsible for registering their academic publications, projects and research stays in Cristin, and for</p>	

	<p>keeping their profiles updated. The library offers training and support. All academic publications must be registered in Cristin, one may also register other types of results and projects. https://www.cristin.no/english/</p> <p>Institutional regulations and information on dissemination and exploitation of results</p> <p>HVL Strategy 2023-2030 states that <i>Responsible innovation is a key factor in developing a sustainable society with new, green and competitive jobs and in improving quality in the public sector. Our employees build innovation capacity through research and education, as well as in co-creation with our partners in society and the labour market. We make it easy for staff and students to apply their knowledge to produce new or improved products, services and methods.</i></p> <p>HVL has designated information on the website on publishing: https://www.hvl.no/en/library/research-and-publish/publishing/where-to-publish/</p> <p>The HVL's Division of Communications has designed webpages on HVL's intranet with a lot of information on communication, like media training, how to write columns in media, and help on visibility through social media.</p> <p>In the Charter and Code work shop on <i>Being a Scientist, Dissemination, exploitation of results</i> was discussed, and several proposals were mentioned. Some of these will be a part of HVL's measures, and are mentioned under proposals.</p> <p>See also NO 9 <i>Public engagement</i>.</p>	<p>New proposals:</p> <p>Assess how to even better promote all the existing offers on support of dissemination and exploitation of results.</p> <p>Assess how to build a more robust culture on dissemination: "Why disseminate and how to disseminate."</p> <p>Investigate a possible expansion of HVL's existing offer of media training and targeted communication for researchers.</p> <p>There is an certain lack of knowledge about who in the organisation are responsible for conveying the expectations on dissemination to the researchers. This needs to be sorted out and declared.</p>
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9. Public engagement [Offentlig engasjement]

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Forskere skal sørge for at forskningsarbeidet deres gjøres kjent for offentligheten på en slik måte at det kan forstås av ikke-spesialister, for dermed å bidra til bedre forståelse av vitenskap i samfunnet. Ved å involvere seg direkte med publikum kan forskere få bedre forståelse av offentlighetens interesse for prioriteringene innen vitenskap og teknologi, og bedre forståelse av publikums bekymringer.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ fully implemented	<p>HVL is considered to fulfill this principle by practicing in accordance with national legislation and institutional regulations. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>As a state-owned institution HVL has a mandate and an obligation to enlighten and inform the public through dissemination and participation in the public debate.</p> <p>Forskning.no / ScienceNorway.no is a science news magazine published in Norwegian that covers science in the broadest sense – the human sciences as well as natural science, health and technology. It offers news and background stories written by science journalists, as well as blogs, opinions and popular science articles written by scientists and researchers. Forskning.no and ScienceNorway.no are owned by the non-profit-organization <i>Forening for drift av forskning.no</i>, owned by 80 research institutions in Norway, where HVL is one of these. The institutions produce stories and press releases that are published on the sites, and HVL is an active participant.</p> <p>Forskningsdagene ("The Research Days") is a national, annual festival coordinated by the Research Council of Norway. All types of research and knowledge-based institutions are invited to present their activities to the public. The festival is one of Europe's large, nationwide research festivals.</p>	<p>New proposals: Investigate a possible expansion of HVL's existing offer of media</p>

	<p>The objectives of the festival are to create enthusiasm and understanding for research, to communicate what research and its results mean in our daily lives, to show the connection between research, innovation and business, to boost interest in the media for research and research results and last, to contribute to the recruitment of young people into research-related professions. The events range from open laboratories, exhibitions and debates to boat trips, quizzes and the <i>Forsker Grand Prix</i> show. HVL is an active participant in this festival.</p> <p>Institutional regulations and information on Public engagement</p> <p>HVL Strategy 2023-2030 states that <i>We set the agenda and communicate knowledge from and about our subject areas. We highlight the knowledge we generate by participating in public debate.</i></p> <p>The HVL's Division of Communications has designed webpages on HVL's intranet with a lot of information on communication, like media training, how to write columns in media, and help on visibility through social media. There is also a web page (Norwegian only) where media easily can find expertise within different scientific fields like Women's Health, Vaccines, E-Learning, Terrorism Management, Glaciers and so on.</p> <p>In the Charter and Code work shop on <i>Being a Scientist, Public engagement</i> was discussed, and several proposals were mentioned. Some of these will be a part of HVL's measures, and are mentioned under proposals.</p> <p>See also NO 8 <i>Dissemination, exploitation of results.</i></p>	<p>training and targeted communication for researchers.</p> <p>Assess how to even better promote all the existing offers on support of dissemination and exploitation of results.</p>
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10. Non-discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Forskeres arbeidsgivere og/eller finansieringskilder skal ikke diskriminere forskere på noen måte på grunnlag av kjønn, alder, etnisk, nasjonal eller sosial opprinnelse, religion eller tro, seksuell legning, språk, funksjonshemning, politisk overbevisning eller sosiale eller økonomiske forhold.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfill this principle by practicing in accordance with national legislation and institutional regulations. It is still a goal to further develop the institution's practice in this area through a few measures in the Action Plan.</p> <p>Non-discrimination is well safeguarded by Norwegian national legislation.</p> <p>National regulations on non-discrimination:</p> <ul style="list-style-type: none"> • The <i>Act relating to working environment, working hours and employment protection, etc.</i> (Working Environment Act) relating to working environment, working hours and employment protection, etc. prohibits all forms of discrimination and harassment in Chapter 13. Protection against discrimination, and states in 13.1 (4) that <i>(4) In the case of discrimination on the basis of gender, pregnancy, leave of absence in connection with childbirth or adoption, care responsibilities, ethnicity, religion, belief, disability, sexual orientation, gender identity or gender expression, the Equality and Anti-Discrimination Act shall apply.</i> • The <i>Act relating to equality and a prohibition against discrimination</i> (Equality and Anti-Discrimination Act) <i>The purpose of this Act is to promote equality and prevent discrimination on the basis of gender, pregnancy, leave in connection with childbirth or adoption, care responsibilities,</i> 	

ethnicity, religion, belief, disability, sexual orientation, gender identity, gender expression, age or other significant characteristics of a person.

«Equality» means equal status, equal opportunities and equal rights. Equality presupposes accessibility and accommodation.

This Act has the particular objective of improving the position of women and minorities. This Act shall help to dismantle disabling barriers created by society and prevent new ones from being created. ([Section 1](#))

- The Act relating to the Equality and Anti-Discrimination Ombud and the Anti-Discrimination Tribunal ([Equality and Anti-Discrimination Ombud Act](#)) regulates the process for handling of allegations of discrimination.

Institutional regulations and initiatives on non-discrimination:

- HVL has a Council for Equality, Diversity and Inclusion (RLMI). The council's purpose is to promote real equality, diversity and inclusion at the HVL. The council must contribute to ensure that there is no discrimination against students and staff at the HVL based on gender, ethnicity, national origin, skin colour, language, religion and outlook on life, political views, organizational affiliation, sexual orientation, functional ability, age and other conditions. The council has an annual award for equality, diversity and inclusion, created to highlight and recognize the professional environment, individuals or students at HVL, who have excelled in gender equality, inclusion and diversity - in line with HVL's action plan in the area.
- HVL has an [Action Plan for Equality, Inclusion and Diversity at Western Norway University of Applied Sciences 2020–2023](#), written by the RLMI mentioned in the previous paragraph. The overall aim of the action plan for equality, inclusion and diversity (EI&D) is “*to promote equality and prevent discrimination among staff and students. Everyone should be respected, regardless of gender, ethnicity, national identity, language, religion or belief, disability, sexual orientation, gender identity or age.*”
- The institution’s [Strategy 2023-2030](#) states that *We have a stimulating and accessible learning environment that is varied, international and inclusive.* The Strategy further states

	<p>that <i>High levels of expertise and diversity among our staff and students, (...) make us an important innovator.</i></p> <ul style="list-style-type: none"> ○ One of HVL`s three main values in the Strategy is <i>Inclusion: Everyone is treated with respect and consideration. By inclusion, we mean that we value diversity and promote academic development, well-being and a sense of security.</i> • The HVL adheres to the Government`s Inclusive Workplace Initiative (IA Agreement). This commits the institution to work actively against discrimination and to achieve a more inclusive working life: The overall aim of the IA collaboration is to create a working life with room for everyone by preventing sickness absence and dropouts and in this way contribute to an increasing employment rate. The IA agreement's focus area, organization and tools should support the work that managers, union representatives, safety representatives and employees perform in the individual business. The initiative is about a good preventive work environment and to avoid sickness absence, but also to raise competence by mapping, discussions and different efforts. The businesses' routines and efforts in these areas help to prevent and reduce sickness absence and drop-outs, and to augment inclusion. <p>There was a Charter and Code work shop where <i>Non-Discrimination</i> was on the agenda. The conclusion was that <i>if</i> discrimination occurs in HVL, it is probably mostly in the everyday situations and more informal, and that there also may occur unconscious discrimination. Although English is seamlessly used in research and academic work, language barriers is sometimes still a challenge socially as employees recruited from abroad may not speak, or need time to learn, written and spoken Norwegian.</p> <p>Unconscious discrimination may also occur in job advertisements. Awareness on how to formulate non-discriminatory advertisements was proposed as a measurement in the work shop.</p>	<p>New proposals:</p> <p>Ensure that information and documents that employees are supposed to be familiar with; is translated to English.</p> <p>Investigate how to help to write non-discriminatory advertisements: Better templates and more awareness.</p>
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Recruitment and Selection

13. Recruitment (Code) [Rekruttering]

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Arbeidsgivere og/eller finansieringskilder bør få på plass rekrutteringsprosedyrer som er åpne, effektive, oversiktlige, støttende og internasjonalt sammenlignbare, og som er tilpasset den stillingstypen som lyses ut.

Stillingsannonser bør gi en bred beskrivelse av den kunnskapen og kompetansen som kreves, og bør ikke være så spesialiserte at de avskrekker egnede søkere. Arbeidsgivere bør ta med en beskrivelse av arbeidsvilkår og rettigheter, herunder utsiktene for karriereutvikling. Videre bør det være et realistisk tidsrom mellom utlysningen av den ledige stillingen eller søknadsinnbydelsen og søknadsfristen.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- almost but not fully implemented	HVL is considered to almost, but not fully fulfil this principle through compliance with national legislation, institutional regulations and practices. It is a goal to further develop the institution's practice in this area through measures in the Action Plan.	

	<p>National legislation on recruitment</p> <p><i>The Civil Service Act</i> (Norwegian only) applies to recruitment procedures and <i>The Personnel Handbook for State Employees</i> (Norwegian only) presents legislation that regulates employment and termination in state positions. The Act relating to universities and university colleges, Chapter 6, regulates appointments to academic positions.</p> <p>The national Regulations concerning appointment and promotion to teaching and research posts provide general criteria for appointment to teaching and research posts at institutions under the <i>Act relating to universities and university colleges</i>. These regulations are vital and always included information when announcing vacancies.</p> <p>Institutional legislation on recruitment</p> <p>The <i>Personnel Regulations for HVL</i> (Norwegian only) and accompanying procedures, streamlines the recruitment process in order to making it transparent and open, as well as predictable for applicants.</p> <p>All job advertisements are approved by HVL's appointment board prior to publishing, and applicants, as well as the public, have access to information concerning the recruitment process.</p> <p>Advertisements provide an accurate description of qualifications required for the position according to HVL's templates and are published broadly according to national guidelines.</p> <p>Employee representatives are members of the appointment board and participates in the recruitment process (interviews, trial lectures, etc.).</p> <p>Academic recruitment is unfortunately often a lengthy process. This is both a necessity and a challenge and difficult to remedy. Expert committee evaluation of candidates' professional merits takes time, and even the appointing of committees can be a lengthy process since it generates a workload on scientist from other universities. There is thus a risks that qualified candidates may withdraw their candidature during the process because they are offered another position during the time the process lasts.</p> <p>HVL has a internal audit programme together with 3 Norwegian universities. In 2022 the process for academic recruitment was revised. The conclusion suggests that HVL, by and large, carries</p>	<p>New Proposals</p> <p>Revise templates for job announcements that recognises mobility experience as a qualifying merit (see NO 18)</p> <p>Consider improving the communication with and information flow to applicants who are rejected.</p>
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	<p>out the processes in the same way as these other three Norwegian institutions. Some of the improvement suggested for HVL were:</p> <ul style="list-style-type: none"> • To follow up on candidates whose applications are rejected • Expand international recruitment through tools and websites to reach international candidates • Consider measures to reduce the time it takes to appoint expert committees <p>Description of career development prospects in the advertisements is an area of improvement at HVL. Although career paths follow national regulations, career development is not currently described in advertisements, but is usually discussed during interviews. As elaborated in NO 28 <i>Career development</i>, the information on career development in advertisements will follow when HVL has established arrangements for this.</p> <p>The recruitment process in entirety is not presented in conjunction with the job advertisements. In accordance with EU's OTM-R policy HVL should establish a collective OTM-R policy and publish this online in Norwegian and English.</p>	<p>Start using EURAXESS as a platform for available positions.</p> <p>Revision of templates for job announcements to include descriptions on career development prospects. Implementing of these after the initiatives are established (see NO 28).</p> <p>Publish OTM-R policy in Norwegian and English.</p>
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14. Selection [Utvelgelse]

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

Utvalgelseskomiteer bør være sammensatt av personer med forskjellig ekspertise og kompetanse, bør ha en god kjønnsbalanse og, om relevant og gjennomførbart, omfatte representanter for ulike sektorer (offentlig og privat) og fagområder, herunder utenlandske personer med relevant erfaring til å kunne vurdere kandidaten. Der det er mulig, bør det anvendes et bredt spekter av utvelgelsesmetoder, som f.eks. eksterne sakkyndigvurderinger og personlige intervjuer. Medlemmer av utvelgelsespaneler bør ha tilstrekkelig opplæring.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fully fulfil this principle through compliance with national legislation, institutional regulations and practices.</p> <p>It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>National regulations on selection:</p> <p>The composition of expert evaluation committees for evaluations of applicants to research positions is regulated in the The Universities and University Colleges Act Section 6-3 [Norwegian only], and further described and regulated in Regulations concerning appointment and promotion to teaching and research posts. These regulations agree with <i>NO 14 Selection</i> in terms of the composition of the evaluation committee on gender balance and the demand for including foreign members.</p> <p>In the HVL's Charter & Code workshop on <i>Recruitment</i>, the including of members for different sectors were discussed, as well as some different practices within the organisation.</p>	

	<p>In some research fields it is not unusual to include members from other sectors, while this was experienced as a totally new, but quite intriguing approach in other environments.</p> <p>The process for appointing in positions as PhD. and Postdoctor is regulated through the <i>Regulations on Employment of post-doctoral research fellow, research fellow, assistant lecturer, research assistant and resident</i> (Norwegian only).</p> <p>Institutional regulations on selection:</p> <p>All applicants to academic positions at HVL are part of a two step process:</p> <ol style="list-style-type: none"> 1. The academic background of all applicants is subject to an expert assessment by an appointed committee. National regulations regulate the composition of the committee, hereunder number of members, gender balance, competence, relevant experience, nationality and position/employment. For guidance, HVL has internal procedures concerning the expert committee's work and report. Their final assessment is shared with all candidates, who then have the opportunity to return any comments they should have to the assessment. 2. The selection process always involves interviews, trial lectures and obtaining references from former employers. Supplementing national regulation, all managers who have been delegated the authority to employ personnel, receive adequate training and support with regards to the selection process. <p>There are specific guidelines for <i>Recruitment and appointment in fellowships and post-doctoral positions at the HVL</i> (Norwegian only). These guidelines also include the same two steps mentioned above, with only minor adjustments.</p> <p>HVL have prepared <i>Guidelines for committees</i> and a template for <i>Expert Committee assessment</i> that is always shared with the committees, and have developed templates on how to carry out interviews.</p>	<p>New proposals</p> <p>Enhance the information on the possibility of including members from other sectors in recruitment processes.</p>
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	<p>Most research positions include teaching. Hence, a part of the evaluation on the final candidates is to lead a short trial lecture, in addition to the interview.</p> <p>In the HVL's Charter & Code workshop on <i>Recruitment</i>, the need for further training for all involved in the recruitment processes was confirmed. The managers and the union representatives do receive some training, but in the processes also representatives of the research environment often are included, and they often desire some training on the process and regulations.</p> <p>The workshop also revealed that a relatively common deviation in the assessments is that the advertisement text is not sufficient extent being used as the main basis for the assessments. A revision on HVL's <i>Guidelines for committees</i> to address this is therefore recommended.</p>	<p>Prepare training program for all involved in selection committees, especially those involved in the interviews. Consider different options, like online services, webinars and other.</p> <p>Revise guidelines to ensure that the expert committee uses the announcement text as the main basis for the assessment.</p>
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15. Transparency [Åpenhet]

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Kandidatene bør informeres om rekrutteringsprosessen og utvelgelseskriteriene, antallet ledige stillinger og utsiktene for karriereutvikling før utvelgelsen foretas. De bør også få tilbakemelding om styrker og svakheter ved søknaden i etterkant av utvelgelsesprosessen.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- Almost but not fully implemented	<p>HVL is considered to almost, but not fully fulfil this principle through compliance with national legislation, institutional regulations and practices. It is a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>National regulations and legislation on transparency</p> <p>Transparency is a fundamental principle in Norwegian public administration and the society as a whole. This area is thus considered well safeguarded nationally as well as institutionally.</p> <p>Transparency and applicants' access to information concerning the recruitment and selection process is regulated in Act relating to procedure in cases concerning the public administration (Public Administration Act) and Act relating to the right of access to documents held by public authorities and public undertakings.</p> <p>Institutional regulations, legislation and guidelines on transparency</p> <p>HVL's Personnel Regulations and the HVL templates on job advertisements ensure that information concerning the recruitment process, selection criteria as well as number of available positions are listed in announcements for positions.</p>	

	<p>Applicants receive the written report from the external expert committee assessing the formal strengths and weaknesses of their application. To further assure full transparency, all applicants receive the assessment on all applicants. The applicants are allowed to reply with a formal comment on the report, a reply that then is considered to be a formal documents in the process.</p> <p>Career development prospects are usually not mentioned in the job advertisement. As stated in NO 13 <i>Career development</i>, this is an area where HVL needs new measures. When the career development prospects for researchers at HVL have been utterly established and implemented, these will be incorporated in the templates for job advertisements.</p>	<p>New proposals</p> <p>As listed under NO 13 <i>Career development</i>, prospects should be included in revised templates and guidelines for announcements and interviews.</p>
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18. Recognition of mobility experience [Anerkjennelse av mobilitetserfaringer]

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Enhver mobilitetserfaring, som opphold i et annet land/region eller i et annet forskningsmiljø (offentlig eller privat) eller overgang fra ett fagfelt til et annet eller fra én sektor til en annen, enten som del av den opprinnelige forskeropplæringen eller på et senere stadium i forskerkarrieren, eller erfaring med virtuell mobilitet, bør betraktes som et verdifullt bidrag til forskerens faglige utvikling.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fully fulfil this principle through compliance with national legislation, institutional regulations and practices.</p> <p>In the HRS4R workshop on <i>Recruitment</i> the managers who have been delegated the authority to employ personnel, agreed on a high level of recognition of international mobility experience in HVL. Still there was a discussion on how to strengthen cognizance on the benefits of other mobility experiences like other sectors, in the organisation.</p> <p>NO 29 <i>Value of mobility</i> includes several matters of relevance to this point (NO 18) as well. The measure also mentioned in NO 13 <i>Recruitment</i> and NO 29 <i>Value of mobility</i>; to introduce “Mobility experience” in job announcement templates to be a standard desirable qualification when recruiting, is also applicable here in this principle (NO 18).</p>	<p>New proposals</p> <p>Revise templates for job announcements that recognises mobility experience as a qualifying merit.</p>

21. Postdoctoral appointments [Postdoktorstillinger]

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.

Det bør fastsettes klare regler og retningslinjer for rekruttering og ansettelse av postdoktorforskere, inklusive formålet med og den maksimale varigheten av slike ansettelser. Slike retningslinjer bør ta hensyn til varigheten av eventuelle tidligere postdoktorstillinger ved andre institusjoner og til at postdoktorstatusen skal være en overgangsfase hvis primære formål er å gi forskere ytterligere muligheter for faglig utvikling i et langsiktig karriereperspektiv.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fully fulfil this principle through compliance with national legislation, institutional regulations and practices.</p> <p>This area is addressed through <i>Regulations on Employment of post-doctoral research fellow, research fellow, assistant lecturer, research assistant and resident</i> set out by the Ministry of Education and Research.</p> <p>In addition, HVL has internal regulations for employment of PhD and postdoctoral candidates; <i>Guidelines for recruitment and appointment in PhD- and postdoctoral positions at the HVL</i> (Norwegian only).</p> <p>In the last years, there has been a national discussion on postdoctoral positions. The Ministry of Education and Research is expected to adjust regulations in the area of postdoctoral positions. These adjustments will probably also impact HVL's regulations, thus HVL expect legislative changes in the coming years.</p>	

	<p>HVL has recruited postdoctors only the last few years. There are now about 30 postdoctors in the institution (official statistic per October 2022: 30,8 positions (Norwegian only)). In the workshop on supervision, a initiative on establishing a forum in HVL for postdoctors was introduced.</p>	<p>New proposals: Follow up on the initiative on establishing a forum for postdoctors in HVL.</p>
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Working Conditions and Social Security

24. Working conditions [Arbeidsvilkår]

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Arbeidsgivere og/eller finansieringskilder skal sikre at forskeres arbeidsvilkår, herunder vilkårene for funksjonshemmede forskere, gir tilstrekkelig fleksibilitet der dette anses som avgjørende for å oppnå gode forskningsresultater, i samsvar med eksisterende nasjonal lovgivning og med nasjonale og sektorielle tariffavtaler. De bør ta sikte på å tilby arbeidsforhold som gjør det mulig for både mannlige og kvinnelige forskere å kombinere familie og barn med arbeid og karriere. Særlig oppmerksomhet bør vies til blant annet fleksibel arbeidstid, deltidsarbeid, fjernarbeid og sabbatsår, samt de økonomiske og administrative bestemmelsene som regulerer slike ordninger.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfil this principle through compliance with national legislation, institutional regulations and practices.</p> <p>National regulations on working conditions:</p> <p>The Norwegian <i>Act relating to working environment, working hours and employment protection, etc.</i> (Working Environment Act) safeguards a healthy and meaningful working situation for all employees, full safety from harmful physical and mental influences, and commands a standard of welfare at the working place which at all times is consistent with the level of technological and social development of society. More specifically it addresses the rights of disabled job applicants and employees and the corresponding obligations for the</p>	

	<p>employer (§ 4-6), ensuring that for instance disabled researchers are given special adaptation of the work or working hours, alteration of work equipment, work-oriented measures or the like.</p> <p>The <i>Governments Personnel Handbook</i> (Statens personalhåndbok, Norwegian only) is an encyclopedia on up-to-date information on the law, agreements, administrative provisions and other regulations that set the framework for and regulate the rights and duties of everyone employed or applying for a position in the state.</p> <p>The HVL adheres to the Governments Inclusive Workplace initiative (IA-Agreement). This is a voluntary endorsement and commitment to high standards within the working environment. The objective of this initiative is to facilitate conditions to ensure that as many as possible can work as much as possible, as long as possible. The enterprises shall help create good arenas for inclusion in working life through good and systematic work to prevent and reduce sick leave and withdrawal.</p> <p><i>Regulations concerning amendments to the terms and conditions of employment for the posts of post-doctoral, research fellow, research assistant and resident</i> (Norwegian only).</p> <p>In Norway the parental benefit period is 49 weeks (15 weeks are reserved for each parent) with 100% coverage of the salary or 59 weeks (19 weeks are reserved for each parent) with 80% coverage. One is entitled to parental benefits if one has been employed with a pensionable income for at least six out of the last ten months prior to the start of the parental leave. Partners are entitled to two weeks of parental leave in connection with childbirth, in addition to the paternal quota.</p> <p>Institutional regulations and initiatives on working conditions:</p> <p>The <i>Action Plan for Equality, Inclusion and Diversity at Western Norway University of Applied Sciences (HVL) 2020–2023</i> has, among other things, focus on inclusion on staff, like goals on universal design and on employing more employees with disabilities.</p> <p>An institutional <i>Employee Handbook</i> is available on HVL's intranet, both in English and Norwegian. This is a platform that contains a lot of information on working hours, ethical guidelines, HSE, regulations / support on sick leave, parental benefits and so on.</p>	
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	<p>HVL has an annual award for equality, diversity and inclusion. The award was created to highlight and recognize the professional environment, individuals or students at HVL, who have excelled in gender equality, inclusion and diversity - in line with HVL's action plan in the area.</p> <p>In the discussions on working conditions in the workshop on <i>Working conditions, participation and complaints</i>, the challenge of balancing teaching duties with research duties was a main part. Teaching duties often tend to be prioritized in the organisation at the expense on research. The framework conditions on this matter are also various within the HVL.</p> <p>Another aspect that was mentioned in the work shop was whether the working conditions for disabled researchers at HVL, provide the appropriate flexibility deemed essential for successful research performance. This should be further investigated.</p>	<p>New proposals</p> <p>Initiate a review of the institution's various guidelines for research time with the aim of establishing uniform guidelines for HVL.</p> <p>Investigate how to make room for more concentrated periods of research time, like sabbatical leave and others.</p> <p>Initiate an assessment on working conditions for disabled researchers at HVL.</p>
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26. Funding and salaries [Finansiering og lønn]

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Forskeres arbeidsgivere og/eller finansieringskilder skal sikre at forskere tilbys rettferdige og attraktive vilkår med hensyn til finansiering og/eller lønn, med tilstrekkelige og rimelige trygdeordninger (herunder ytelser ved sykdom, foreldreytelser, pensjonsrettigheter og arbeidsledighetstrygd) i henhold til eksisterende nasjonal lovgivning og nasjonale og sektorielle tariffavtaler. Dette må omfatte forskere på alle stadier i karrieren, også dem som er i starten av karrieren, i samsvar med deres rettslige status, resultater og kvalifikasjoner og/eller ansvar.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfil this principle through compliance with national legislation, institutional regulations and practices. It still is a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>National regulations on funding and salaries</p> <p>The Norwegian National Insurance Act (Norwegian only) provides financial security by securing income and compensating for special expenses in the case of unemployment, maternity, illness, injury, disability, etc.</p> <p>The Basic Collective Agreement for the Civil Service (Norwegian only) comprises agreements between the government and employees' organisations on pay and working conditions for civil service employees.</p> <p>The Norwegian Public Service Pension Fund ("Statens Pensjonskasse") is Norway's main provider of public occupational pensions, and in addition provides housing loans and insurance schemes.</p>	

	<p>As a public institution, HVL complies with national laws which regulates salaries at all career stages for researchers. This also applies for social security provisions which is thoroughly regulated and at a high level compared internationally.</p> <p>To supplement national legislation HVL has developed and implemented its own Local Salary Policy (Norwegian only). The parties at HVL have established criteria that must be used in employee assessments. The criteria are grouped into three main groups with specified subsections:</p> <ol style="list-style-type: none"> 1) Effort and quality in the performance of work tasks in the position 2) Contribution to the development and sharing of expertise 3) Contribution to organizational development and institution building <p>In the Charter and Code work shop where <i>Funding and salaries</i> were discussed, the question on whether foreign researches have enough information on the possibilities on salary negotiations was debated, and a need for revising information to candidates was acknowledged.</p>	<p>New proposals</p> <p>Look into whether information on salary negotiations should be a part of information on recruitment processes.</p>
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28. Career development [Karriereutvikling]

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Forskeres arbeidsgivere og/eller finansieringskilder skal utarbeide en spesifikk karriereutviklingsstrategi, fortrinnsvis innenfor rammen av sin personalledelsesstruktur, for alle forskere på alle stadier i karrieren, uavhengig av deres kontraktmessige situasjon og inklusive forskere som er midlertidig ansatt. Strategien bør omfatte tilgang til mentorer som kan gi forskerne støtte og veiledning med sikte på personlig og faglig utvikling, for på den måten å motivere dem og bidra til å redusere den eventuelle usikkerheten de måtte føle i forhold til sin yrkesmessige framtid. Alle forskere bør gjøres kjent med slike bestemmelser og ordninger.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
-/+ partially implemented	<p>HVL is considered to partly fulfil this principle through compliance with national legislation, institutional regulations and practices. It is a goal to develop the institution's practice in this area through measures in the Action Plan.</p> <p>Traditionally, researcher education at HVL has been directed towards a career in academia. There is yet to be developed a particular system within the HVL towards supporting researcher careers outside academia.</p> <p>The strengthening of the systems for researchers' career development is thus one of HVL's main areas where the institution needs initiatives and proposals to fulfill the principle. To develop the institution's practice in this area through measures in the Action Plan will be an important goal for the implementation fase.</p> <p>In Norwegian higher learning institutions there are two career development paths for academic staff: One path is to qualify to Associate Professor ("Førsteamanuensis") through a PhD program. Through the other path one does not write a doctoral thesis, but has substantial publication</p>	

combined with contributions to the development of the profession (the latter named “Førstelektor”). While the further career path for the former, and most common, will be to qualify to Professor, the latter will be to further qualify as a Docent.

National regulations on appointment and promotion in academia

The Norwegian [Regulations concerning appointment and promotion to teaching and research posts](#) provide general criteria for appointment to teaching and research posts at institutions under the Act relating to universities and university colleges, and procedure and criteria for promotion to teaching and research posts. Institutions may specify additional requirements for each type of post for the whole institution or parts of it. When advertising individual posts, more specific requirements may be stated. The appointing authority may require that the appointee shall undertake to undergo specific training within a given time limit.

Institutional regulations on appointment and promotion

The competence teachers (and thus researchers) in higher education in Norway needs to achieve is named *Educational competence* (“Undervisingskompetanse”) by the Norwegian Ministry of Education. HVL has developed institutional criteria for basic educational competence in respect of appointing and promoting associate professors and professors at HVL:

<https://www.hvl.no/en/alu/teaching-and-learning-in-higher-education/educational-competence/>

Institutional initiatives

Meritorious teaching status (“[Merit of outstanding teachers](#)”, Norwegian only) can be awarded to employees in educational positions who have shown significant efforts to ensure educational quality in the broadest sense. This initiative was introduced in 2022, and implies annual application processes. In 2022 five applicants were granted status as meritorious teachers. The awardees in 2022 received an individual salary increase, while their meritorious educational environment received an amount of money to stimulate to further development of educational quality. An educational academy where the merited employees can develop their own educational expertise and contribute to collegial knowledge sharing and transfer of experience to others, is being piloted at HVL, and will be considered to be introduced permanently after completion and evaluation of a second call for applicants in 2023.

	<p>Faculties in HVL awards grants in order to stimulate further qualification as a Professor/Docent/ Associate Professor/"Førstelektor". Through these grants employees can allocate more of their working hours researching and prioritizing qualifying tasks. The possibility to qualify for a higher position is of course important for the researchers themselves, while it is also crucial for the institution to have highly qualified employees.</p> <p>HVL is in the process of developing a digital CV solution for employees, named KOMPIS. The application will give our management a systematic overview of HVL's competence and experience, and contribute to more efficient processes where employee competence data is requested. The solution will enable employees to search and find competencies in other parts of the organization and to brand their work internally and externally.</p> <p>Local talent management center As elaborated in 30 - <i>Access to career advice</i>, HVL will run a pilot on a local talent management center in 2023-24. How this pilot is being followed up will impact HVL's initiatives and proposals within career development.</p> <p>HVL needs to develop a specific career development strategy for all groups of researchers, and this will be a proposal for the future. For the implementation period the main work and initiatives on career development will be through the DocTalent4EU project. When HVL has decided upon a specific career development strategy, sufficient training for managers will also be necessary to establish.</p> <p>The project workshop on <i>Career counseling and continuous professional development</i> emphasized the need for career counseling services both for employees aspiring for a career within academia, and also for careers outside of academia. The workshop further revealed a need for systematization of the existing courses, initiatives and such, since employees often find it hard locating information on such. More specific courses were also in demand, like <i>Project management</i> and <i>Research Group Management</i>. A further formalisation and development of the organisation of the organisation's research groups were also requested in the work shop. Another matter discussed was that the different qualifying grants in the organisation are not structured and informed on in a sufficiently predictable way.</p>	<p>New proposals: Pilot a local talent management center and evaluate.</p> <p>Initiate new courses on management.</p> <p>Evaluate Research groups's formalisation and development.</p> <p>Investigate how to structure HVL's grants for academic qualifying</p>
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	As elaborated under NO 13; career development opportunities should be communicated more systematically during recruitment processes.	in a better and more predictable way.
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29. Value of mobility [Verdien av mobilitet]

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.

This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Arbeidsgivere og/eller finansieringskilder må anerkjenne verdien av geografisk, tverrsektoriell, tverrfaglig, mellomfaglig og virtuell mobilitet samt mobilitet mellom offentlig og privat sektor som et viktig virkemiddel for å oppnå økt vitenskapelig kunnskap og faglig utvikling på ethvert stadium i en forskers karriere. Følgelig skal de bygge inn slike muligheter i den spesifikke karriereutviklingsstrategien og verdsette og anerkjenne alle mobilitetserfaringer til fulle i ordningene for karriereutvikling og karrierevurdering.

Dette krever også at de nødvendige administrative virkemidler for overføring av både stipender og trygdeordninger i samsvar med nasjonal lovgivning, er på plass.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- Almost but not fully implemented	<p>HVL is considered to almost, but not fully fulfil this principle through institutional regulations and practices. It is a goal to develop the institution's practice in this area through measures in the Action Plan.</p> <p>HVL is an institution for applied sciences, thus intersectoral mobility is highly recognized in the organisation. The project workshop on <i>Recruitment</i> revealed that both mobility experience and international experience are highly recognized in HVL in recruitment processes.</p> <p>HVL's International Action Plan 2021-2023 states that HVL shall take an international position and work purposefully for education and R&D activities of high international quality. Through interaction with international partners and by participating in international</p>	

	<p>networks, HVL will contribute to develop new knowledge and find new solutions to the challenges in society.</p> <p>The plan further states that HVL shall be an attractive employer within prioritised disciplines and research fields and attract researchers and lecturers who maintain a high international level. One of the measures is: "When recruiting for academic positions, international experience should be emphasized."</p> <p>There are possibilities for all employees at HVL to apply for funding for international mobility through various Staff Mobility Programmes, the main are Erasmus+ and Nordplus. Administrative staff is available for any questions or support on how to apply.</p> <p>As a PhD candidate at HVL, one is expected to have a period of time abroad as part of the research education. HVL offers mobility grant for PhD fellows to ensure this. The grant was established in 2022 to stimulate fellows to gain international experience, but also to assure high quality in the doctoral programmes. https://www.hvl.no/en/research/phd-programmes/about-phd-education/study-abroad/mobility-grant-for-phd-fellows/</p> <p>There are also other fundings available for PhD candidates for staying abroad: https://www.hvl.no/en/research/phd-programmes/about-phd-education/study-abroad/</p> <p>In the project workshop on having leadership responsibility a challenge that was pointed out, was that the work assignments as a scientist in HVL is little compatible to staying abroad for longer periods of time, because of the teaching assignments that often are spread throughout the year. Some restructuring on the teaching plans making it more possible to have longer periods with research assignments only, was highly desired among several employees. Some of the faculties are already exploring this opportunity in their study programmes, but this should be further investigated.</p> <p>Another initiative that was proposed in the work shop was that the HVL's Division of Research, Internationalisation and Innovation should have annual information meetings to encourage researchers on mobility experiences. Information on funding possibilities will be important in these meetings.</p>	<p><u>New proposals:</u> Investigate if and how teaching can be planned to increase the researcher's opportunities for international mobilisation. Alternatively investigate other solutions on how to make room for more concentrated periods of research time, like sabbatical leave and others.</p> <p>Annual information meetings for researchers on mobility and funding of such.</p>
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	<p>In the same workshop the infrastructure for visiting researchers was discussed, and a need for a better organisation and system on this aspect was revealed.</p> <p>As mentioned in NO 13 <i>Recruitment (Code)</i>, HVL has not established the use of the Euraxess Portal to announce available positions. Measures will be taken to ensure a broad use of this portal in the future.</p> <p>NO 18 <i>Recognition of mobility experience</i> includes matters of relevance to this point (NO 29) as well.</p> <p>As mentioned under principle <i>NO 28 Career Development</i> above, HVL in general needs to improve on systematic career development planning. This existing lack of career development system also affects the formal recognition of the value of mobility through assistance, incentives and support.</p>	<p>Investigate conditions and improvements for visiting researchers.</p> <p>Announce available positions at the EURAXESS portal.</p>
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30. Access to career advice [Tilgang til karriererådgivning]

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Arbeidsgivere og/eller finansieringskilder skal sikre at karriererådgivning og bistand i forbindelse med arbeidsutplassering, enten i de berørte institusjonene eller gjennom samarbeid med andre strukturer, tilbys til forskere på alle stadier i karrieren, uavhengig av deres kontraktmessige situasjon.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
<p>-/+</p> <p>Partially implemented</p>	<p>HVL is considered to partly fulfil this principle through compliance with national legislation, institutional regulations and practices.</p> <p>The strengthening of the systems for access to career advice is one of HVL`s main areas on where the institution needs initiatives and proposals to fulfill the principle. To develop the institution`s practice in this area through measures in the Action Plan will be an important goal for the implementation fase.</p> <p>At present time there is no career advice service for academic staff at HVL. Some career advice is offered from the supervisor, through the Research Groups and in annual appraisal interviews, still the institution has neither a specific career development strategy for researchers, nor individual career development plans, so there is no structured system on career advice. HVL`s schedule for annual appraisal interviews is also meant to be a tool for counselling and development. However, there is little focus on career development in the schedule.</p> <p>Institutional initiatives</p> <p>DocTalent4EU From January 2023 - December 2024 is HVL participating in the EU Project <i>DocTalent4EU</i>. The project`s aim is to enhance PhD employability through a strong, visible and innovative recognition-system of the most in-demand transferable skills (relying on the ESCO framework) that early-career researchers (ECRs) acquire or will acquire through their doctoral training and research activities. The consortium will adopt a multi-actor approach involving non-academic stakeholders</p>	<p>New proposals The Participation in the DocTalent4EU will last until December 2024. The evaluation on the project and the local</p>

	<p>(e.g. public authorities, industries or business) to improve transferable skills training and to develop local talent management centers. The project will also develop a new prototype based on machine learning to support ESCO in continuously updating and predicting the most in-demand skills on the labour market concerning the 8 European Qualifications Framework (EQF) level (Doctoral Degree), according to the expected skills from job offer collections.</p> <p>In the project HVL is leading the work on developing and implementing local talent management centers in each of the participating higher education institution. There will be written a report on the pilot execution in the fall of 2024, after which HVL will decide upon further developments and/or initiatives.</p> <p>This initiative is directed towards early stage researchers, but after the pilot HVL should consider developing the talent management center to support all researchers.</p> <p>In 28 <i>Career Development</i> the measure to evaluate Research groups's formalisation and development is proposed, and this initiative will also enhance the research groups positive impact on the scientists' needs for career advice.</p>	<p>talent management centers will be important on the decisions for further initiatives, whether HVL will extend that service or develop another service.</p>
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33. Teaching [Undervisning]

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Undervisning er et avgjørende middel for å strukturere og spre kunnskap og bør derfor betraktes som en verdifull del av et karriereløp innen forskning. Undervisningsansvaret bør imidlertid ikke være for stort og bør ikke være til hinder for at forskere, spesielt dem som er i starten av karrieren, får utføre sine forskningsaktiviteter.

Arbeidsgivere og/eller finansieringskilder skal sikre at undervisningsplikter blir tilstrekkelig lønnet og hensyntatt i ordningene for karrierevurdering og at tiden seniorpersonell vier til opplæring av forskere, skal telle som en del av deres undervisningsansvar. Det bør gis hensiktsmessig opplæring i undervisnings- og coaching-aktiviteter som en del av forskernes faglige utvikling.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fully fulfil this principle through compliance with national legislation, institutional regulations and practices. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>National guidelines and initiatives on teaching: The Regulations concerning appointment and promotion to teaching and research posts have in recent years been revised to include more criterias on teaching and educational competences, thus implementing a stronger, distinct focus on these matters and enhancing the focus on safeguarding high quality in teaching and coaching activities at universities.</p>	

34. Complaints / appeals [Klager]

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/ appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Arbeidsgivere og/eller finansieringskilder bør, i samsvar med nasjonale regler og forskrifter, få på plass hensiktsmessige prosedyrer, gjerne i form av en upartisk person (av typen ombudsmann) som kan behandle klager fra forskere og saker som gjelder konflikter mellom forskere som er på et tidlig stadium i karrieren, og deres veiledere. Slike prosedyrer skal sikre at alle forskere kan få fortrolig og uformell bistand til å løse arbeidsrelaterte konflikter, tvister og klager, med sikte på å fremme rettferdig og likeverdig behandling i institusjonen og bedre det generelle arbeidsmiljøet.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfil this principle through compliance with national legislation, institutional regulations and practices. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>National regulations on complaints:</p> <p>The <i>Act relating to working environment, working hours and employment protection, etc.</i> (Working Environment Act) Chapter 6 regulates the safety officer scheme ("Verneombud") aimed at ensuring that the enterprise is organised and maintained, and that work is conducted in such a way that it protects employees' safety, health and welfare.</p> <p>Institutional regulations on complaints</p> <p>HVL has regulations and guidelines on whistle-blowing, defined as "criminal offences conditions, violations of other legal regulations, internal rules, ethical guidelines and research ethics</p>	

	<p>guidelines, as well as harassment, discrimination, substance abuse, unsafe working environment, violence, threats and other conditions that pose a risk people's lives and health, theft, fraud and financial infidelity in the service etc.”</p> <p>The “Agreement on Admission to the PhD Programme” include thorough guidelines on how to change supervisors and what to do in cases of disputes. This agreement is signed by all involved when a candidate is admitted. The workshop in this project, regarding <i>Supervision</i>, revealed on the other hand that this information is not easily available in the HVL’s PhD-Handbook, so this was recommended as a measure.</p> <p>In the workshop regarding <i>Working conditions, participation and complaints</i>, an successful initiative excisiting in one of the faculties was recommended for the other faculties: To discuss HVL’s existing routines for conflict resolution, as early as in the first meeting between the candidate and their supervisor - as a preventive measure.</p>	<p>New proposals</p> <p>Consider including information on how to proceed to change supervisor, in the PhD Handbook.</p> <p>Consider adding to routines for the first meeting between the supervisor and the PhD candidate; to discuss the existing routines for conflict resolution - as a preventive measure.</p>
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Training and Development

36. Relation with supervisors [Forholdet til veiledere]

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.

This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

I opplæringsfasen bør forskerne etablere en strukturert og regelmessig kontakt med sine veiledere og fakultets-/instituttrepresentanter for å sikre at de får fullt utbytte av sitt forhold til dem.

I dette ligger også å registrere all fremgang i arbeidet og alle funn, få tilbakemeldinger gjennom rapporter og seminarer, gjøre nytte av slike tilbakemeldinger og arbeide i henhold til avtalte tidsplaner, milepæler, leveranser og/eller forskningsprodukter.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fully fulfil this principle through institutional regulations and practices. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>PhD students in HVL are to have at least two supervisors, a main supervisor and a co-supervisor. The main supervisor should normally be from Western Norway University of Applied Sciences. In cases of external main supervisor, a co-supervisor from HVL will be appointed. All supervisors must have a PhD and be active researchers. The distribution of the supervisor's responsibility between the main supervisor and the co-supervisor is specified in an agreement.</p>	

	<p>There is a lot of information for PhD-candidates on HVL's website, and the PhD-Handbook is a good place to start when candidates are searching for guidelines or regulations or others.</p> <p>Information about the supervisor's and candidate's duties when providing supervision is specified in the Agreement upon admission to the PhD education at Western Norway University of Applied Sciences.</p> <p>The PhD education is meticulously outlined with project plans containing milestones, publishing plans, plans for coursework etc., and both candidate and principal supervisor report annually on the progress and status of the project. In the digital PhD Handbook all the different steps in the education is outlined: https://www.hvl.no/en/research/phd-programmes/about-phd-education/</p> <p>HVL offers a course on PhD-supervision. This course is taught in English.</p> <p>Two new proposals mentioned in NO 34 <i>Complaints / appeals</i> regarding information on how to change supervisor, and how to openly talk about routines for conflict resolution before you have a situation to solve, are also valid here in NO 36 <i>Relation with supervisors</i>.</p>	<p>New proposals</p> <p>Consider including information on how to proceed to change supervisor, in the PhD Handbook.</p> <p>Consider adding to routines for the first meeting between the supervisor and the PhD candidate; to discuss the existing routines for conflict resolution - as a preventive measure.</p>
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37. Supervision and managerial duties [Veilednings- og ledelsesoppgaver]

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Seniorforskere bør være spesielt bevisst på sin mangefasettete rolle som veiledere, mentorer, karriererådgivere, overordnede, prosjektkoordinatorer, ledere og forskningsformidlere. De bør utføre disse oppgavene etter de høyeste faglige standarder. I rollen som veiledere eller mentorer for forskere bør seniorforskerne bygge opp konstruktive og positive relasjoner med forskere som befinner seg på et tidlig stadium i karrieren, for å legge forholdene til rette for effektiv kunnskapsoverføring og god utvikling av forskernes karrierer.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
++ Fully implemented	<p>HVL is considered to fulfil this principle through institutional regulations and practices. It is still a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>HVL provides course on PhD-supervision for 20 hours. This provides theoretical and practical introductions to PhD supervision. One of the goals of the course is to share experiences and knowledge to strengthen the participants' own role as a supervisor.</p> <p>HVL have different offers like courses and support that are resources both for senior researchers and others. Research managers have in some of the faculties created their own networks.</p> <p>In the HRS4R workshop on <i>Supervision</i>, there were discussions evolving both supervision and managerial duties. The importance of involving senior researchers as a resource in the organisation was acknowledged. Ensuring that the research groups are well-functioning was also emphasized in the work shop, since these are important arenas for the exchange of opinions and the transfer of knowledge. In NO 28 <i>Career development</i> an evaluation on the research groups's formalisation and development is mentioned as a measure, that is also easily transferable to this principle.</p>	<p>New proposals</p> <p>Evaluate Research groups's formalisation and development.</p>

	<p>In NO 39 <i>Access to research training and continuous development</i> and NO 40 <i>Supervision</i> several measures are mentioned, that will be of senior researchers benefit on the this principle (NO 37).</p>	
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39. Access to research training and continuous development [Adgang til forskeropplæring og kontinuerlig faglig utvikling]

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.

Arbeidsgivere og/eller finansieringskilder skal sikre at alle forskere på ethvert stadium i karrieren, uavhengig av sin kontraktmessige situasjon, gis mulighet til faglig utvikling og til å forbedre sine muligheter på arbeidsmarkedet gjennom tilgang til tiltak for kontinuerlig utvikling av ferdigheter og kompetanse.

Tilgjengeligheten av, oppslutningen om og effekten av slike tiltak med hensyn til bedring av kompetanse, ferdigheter og attraktivitet på arbeidsmarkedet, bør vurderes regelmessig.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- Almost but not fully implemented	<p>HVL is considered to almost, but not fully fulfil this principle through institutional regulations and practices.</p> <p>It will be a goal to further develop the institution's practice in this area through measures in the Action Plan.</p> <p>Institutional initiatives:</p> <p>HVL have several offers on development of skills and competencies:</p> <ul style="list-style-type: none"> The development program for basic competence (Norwegian only) is for those who need to meet the minimum requirement for educational competence in connection with employment or promotion. 	<p>New proposals</p> <p>Improve visibility on existing initiatives.</p>

	<ul style="list-style-type: none"> • HVL offers support on <ul style="list-style-type: none"> ○ Writing applications ○ Publishing ○ Digital tools ○ Systematic literatur search ○ Academic writing • Some initiatives on mentoring are initiated, for instance for postdoctors • Training course for supervisors <p>In some faculties the research group managers have established a network.</p> <p>In the Charter & Code workshop on <i>Career counseling and continuous professional development</i> the need for better information on existing initiatives was confirmed. Some of the faculties offer grants to support employees to qualify to “Førstelektor” (see NO 28 <i>Career development</i>), still the need for a more systematic approach to these support grants for the HVL as a whole, to increase predictability for employees, was directed in the workshop.</p> <p>The need for some specific courses, like project management and research group management, was highlighted in the workshop. Also smaller measures like initiatives more or less just to make it natural to meet colleagues, were also in demand, since these occasions fascilitate professional discussions. This could be achieved through arranging conferences, faculty meetings and the likes, but also through more awareness on designing, and the everyday use, of social zones in the working environment and other.</p> <p>Concerning researchers’ opportunities to improve their employability, it is considered that HVL should implement measures in order to provide researchers with career counselling as elaborated under NO 30 <i>Access to career advise</i>. In NO 28 <i>Career development</i> initiatives on career are discussed and mentioned. These initiatives will also impact on this principle (NO 39).</p> <p>Existing initiatives are not regularly assessed. HVL should systemize the assessment of these, on accessibility, takeup and effectiveness in improving competencies, skills and employability.</p> <p>As mentioned in NO 28 <i>Career development</i>, HVL is in the process of developing a digital CV solution for employees, named KOMPIS. This solution will enable employees to search and find</p>	<p>Investigate how to structure HVL’s grants for academic qualifying in a better and more predictable way.</p> <p>Consider initiating new offers like project- and research group management courses and more. More awareness on fascilitation for more arenas to meet colleagues, is needed.</p> <p>Investigate how to systemize assessment on the different measures on research training and continuous development; on accessibility, takeup and effectiveness in improving competencies, skills and employability.</p>
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	<p>competencies in other parts of the organization and to brand their work internally and externally. This will also be a system for registering courses the scientist have finished, in a convenient way</p> <p>The project workshop on Supervision resulted in several ideas on new measures. Many of the ideas implies different approaches to collegial foras or arenas for discussing and simply the exchanging of experiences, advantageously also sometimes inviting external lecturers or speakers to these arrangements. Mentoring for PhD supervisors was also mentioned to be a appropriate measure, and also mentoring for those who have newly finished a PhD.</p> <p>Doctoral education consist of three years of full-time study, but PhD candidates at HVL are usually appointed to a four-year fixed term position with 25 per cent of their workload defined as duty work. This part of the appointment usually comprise education tasks.</p>	
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40. Supervision [Veiledning]

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Arbeidsgivere og/eller finansieringskilder skal tydelig identifisere en person som forskere på et tidlig stadium i karrieren kan henvende seg til i forbindelse med utførelsen av sine arbeidsoppgaver, og sikre at forskerne blir informert om dette.

I slike ordninger bør det klart framgå at de foreslåtte veilederne må ha tilstrekkelig kompetanse innen forskningsveiledning, tid, kunnskap, erfaring, ekspertise og engasjement til å kunne gi forskere under opplæring hensiktsmessig støtte og sikre nødvendig framdrift og kontrollprosedyrer, samt nødvendige ordninger for tilbakemelding.

Level of impl.	GAP / Implementation impediments	Initiatives undertaken / new proposals
+/- Almost but not fully implemented	<p>HVL is considered to almost, but not fully fulfil this principle through institutional regulations and practices.</p> <p>Institutional regulations</p> <p>The <i>Regulations for the degree Philosophiae Doctor (PhD) at HVL</i> (Norwegian only). The regulations provide rules on admission to, implementation and termination of the PhD education, including common degrees and Cotutelle.</p> <p>PhD students in HVL are to have at least two supervisors, a main supervisor and a co-supervisor. The main supervisor should normally be from HVL.</p>	

	<p>If an external main supervisor have been assigned, a co-supervisor from HVL will be appointed. All supervisors must have a PhD and be active researchers. The distribution of the supervisor's responsibility between the main supervisor and the co-supervisor is specified in the agreement upon admission to the PhD programme at Western Norway University of Applied Sciences.</p> <p>Information about the supervisor's and candidate's duties when providing supervision is specified in an Agreement upon admission to the PhD education at HVL.</p> <p>Disputes about the supervisor's and candidate's professional rights and duties can be brought by the parties for consideration and decision in the program committee. The programme committee may appoint a new supervisor, if the PhD candidate or the supervisor asks for it. The supervisor cannot resign before a new supervisor has been appointed. The procedure for changing supervisor is described in part B of the agreement for admission mentioned over.</p> <p>This information is easily located in HVL's webpages in English and Norwegian.</p> <p>A lot of other information on being a PhD candidate, like courses, rules on absence, operating funds, dissemination and duty work, is collected in HVL's PhD Handbook.</p> <p>Institutional initiatives</p> <ul style="list-style-type: none"> • HVL provides a course on PhD-supervision for 20 hours. This provides theoretical and practical introductions to PhD supervision. One of the goals of the course is to share experiences and knowledge to strengthen the participants' own role as a supervisor. • A course that HVL offers on <i>Research ethics and privacy</i> (Norwegian only) focuses on research ethics and privacy through lectures, discussions and participants' own experiences, to present a general review of research ethics and privacy, but also to discuss the supervisor's role in research ethics and privacy and to explore how to meet conditions for making data available to others (open data and FAIR data). • The head of the department/unit where the PhD candidates are employed is appointed as their immediate superior. All PhD programmes have one academic and one administrative coordinator who have regular contact with the candidates. 	<p>New proposals Consider writing information on how to proceed to change supervisor, in the PhD Handbook.</p>
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	<ul style="list-style-type: none"> One of the PhD-programmes offers annual sessions where supervisors and PhD candidates meet separately (the PhD Programme in Computer Science). <p>The project workshop on Supervision resulted in several ideas on new measures. Many of the ideas implies different approaches to collegial foras or arenas for discussing and simply the exchanging of experiences, advantageously also sometimes inviting external lecturers or speakers to these arrangements. Mentoring for PhD supervisors was also mentioned to be a appropriate measure, and also mentoring for those who have newly finished a PhD.</p> <p>A course on research management was highlighted in the work shop, and an idea was to undertake such courses in cooperation with other academic institutions.</p> <p>The initiatives in HVL are primarily for PhD candidates and their supervisors, not for postdoctors. Initiatives for supervision for postdoctors is an area where HVL needs new measures, see NO 21 Postdoctors for more on this.</p> <p>The relation between the PhD candidate and the supervisor is not remarked in the PhD Handbook in relations to how a new supervisor can be appointed, in the workshop a measure on this was presented. The establishment of a PhD Supervisor Handbook was another measure mentioned.</p>	<p>Conduct an investigation on how better to structure meeting places for supervisors and PhD candidates, both separatly and together.</p> <p>Initiate course on research management</p> <p>Consider establishing a <i>PhD Supervisor Handbook</i>.</p>
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