

Western Norway University of Applied Sciences / Høgskulen på Vestlandet (HVL)

Human Resources Strategy for Researchers (HRS4R): ACTION PLAN 2023-2025

1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	(Please provide a numeric value.)
Of whom are international (i.e. foreign nationality) *	
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	
Of whom are women *	
(...)	

RESEARCH FUNDING (figures for most recent fiscal year)	FTE
Total annual organisational budget	(Please provide a numeric value.)
Annual organisational direct government funding (designated for research)	
(...)	

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)
(...)

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

- Ethical and professional aspects
(...)
- Recruitment and selection
(...)
- Working conditions
(...)
- Training and development
(...)

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<http://www.yoursite.com>

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Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #1	CAREER AND PROFESSIONAL DEVELOPMENT				
	<ul style="list-style-type: none"> Investigate a possible expansion of HVL's existing offer of media training and targeted communication for researchers. (NO 8 and 9) 	Spring 2024	Division of Communications (COMM)	Investigation finished	(+/-) 8. Dissemination, exploitation of results
	<ul style="list-style-type: none"> Assess how to build a more robust culture on dissemination – <i>Why disseminate and how to disseminate?</i> (NO 8) 	Spring 2024	The Library (LIBR)	Assessment finished	(+/-) 9. Public engagement
	<ul style="list-style-type: none"> Investigate how to structure HVL's grants for academic qualifying in a better and more predictable way. (NO 28, 39) 	Spring 2026	Division of Human Resources (HR)	Investigation formally processed by the <i>Senior Management at HVL</i> .	(-/+) 28. Career development
	<ul style="list-style-type: none"> (Consider to) Initiate new courses: (NO 28, 39) <ul style="list-style-type: none"> Project management Research group management Research management 	Spring 2024	Division of Organisational Development and Digitalisation (ODD)	New courses started (or the initiation declined)	(-/+) 30. Access to career advice
	<ul style="list-style-type: none"> 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. (NO 40) 	Fall 2024	ODD	Implementation finished	(+/-) 37. Supervision and managerial duties
	<ul style="list-style-type: none"> Consider establishing a <i>PhD Supervisor Handbook</i>. (NO 40) 	Spring 2025	Division of Research, Internationalisation and Innovation (RII)	Assessment finished	(+/-) 39. Access to research training and continuous development
	<ul style="list-style-type: none"> Consider initiating a mentoring scheme for researchers newly finishing their PhD. (NO 37 and 39) 	Fall 2024	ODD	Assessment finished	(+/-) 40. Supervision
	<ul style="list-style-type: none"> Evaluation: HVL is participating in the DocTalent4EU 2023-2024. An evaluation on the project is required, and this evaluation will govern what actions HVL should undertake in regards of career advice and career management center. (NO 28, 30) 	Spring 2025	HR	Evaluation made public in the organisation.	

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #2	SOCIAL INTERACTION AND FLOW OF INFORMATION <ul style="list-style-type: none"> Establish who in the organisation are responsible for conveying the expectations on dissemination to the researchers. (NO 8) Assess how to better promote all the existing offers on support of dissemination and exploitation of results. (NO 8 and 9) Implement routines to ensure that all information, webpages and documents that employees are supposed to be familiar with, are translated to English. (NO 10) Consider adding to the routines for the first meeting between the supervisor and the PhD candidate, to discuss the existing routines for conflict resolution - as a preventive measure. (NO 34) Consider including information on how to proceed to change supervisor, in the PhD Handbook. (NO 34 and 36) Improve visibility on existing initiatives in the area on improving competencies, skills and employability. (NO 39) Assess the establishing of a forum for postdoctors in HVL. (NO 21) Establish a forum/network for research group managers (NO 39) Investigate how to improve the structure on meeting places for supervisors and PhD candidates, both separately and together. (NO 40) Perform an evaluation on the formalisation of Research groups and their further development (NO 28) 	Spring 2024 Spring 2024 Fall 2024 Spring 2024 Spring 2024 Fall 2024 Spring 2024 Fall 2024 Spring 2025 Spring 2024	LIBR COMM COMM RII RII COMM ODD ODD ODD ODD	Responsibility formally established Assessment finished Routines implemented in the organisation Assessment finished. Assessment published. Structure for enhanced visibility implemented Assessment finished First meeting in the forum/network realized Assessment finished Evaluation finished	(+/+) 8. Dissemination, exploitation of results (+/+) 9. Public engagement (+/+) 10. Non-discrimination (+/+) 21. Postdoctoral appointments (+/+) 34. Complaints/ appeals (+/+) 36. Relation with supervisors (+/+) 37. Supervision and managerial duties (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #3	WORKING CONDITIONS <ul style="list-style-type: none"> Initiate an assessment on working conditions for disabled researchers at HVL. (NO 24) Initiate a review of the institution's various guidelines for research time, and consider establishing uniform guidelines for HVL. (NO 24 and 33) Assess possible practical arrangements for concentrating in time both the teaching and the research assignments, thus better facilitating for more concentrated research time and for mobilisation. (NO 18, 28 and 29) 	Spring 2025 Spring 2025 Spring 2025	HR RII ODD	Assessment published. Review published. Assessment published.	(+/-) 2. Ethical Principles (+/+) 18. Recognition of mobility experience (+/+) 24. Working conditions (-/+) 28. Career Development (+/-) 29. Value of mobility (+/+) 33. Teaching

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #4	ETHICS <ul style="list-style-type: none"> Further development of training and courses on research ethics, especially for PhD-candidates but also other academic staff. (NO 2) Establish a system to identify academic staff's needs for training and competence within research ethics. (NO 2) 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. (NO 2) 	Spring 2024 Spring 2024 Fall 2023	RII RII The four faculties	Evaluation made public to the organisation. New system implemented Assessment	(+/-) 2. Ethical Principles

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #5	MOBILITY Measures to improve the acknowledging and valuing of mobility at HVL <ul style="list-style-type: none"> Establish annual information sessions for researchers on mobility. (NO 29) Templates for recruitment advertising: Set “Mobility experience” to be a standard desirable qualification when recruiting. (NO 13, 18 and 29) Announce available positions through the Euraxess Portal. (NO 13 and 29) Initiate an investigation on conditions for visiting researchers, with the purpose of improvements. (NO 29) 	Spring 2024 Fall 2023 Spring 2024 Spring 2025	RII HR HR ODD	First session completed. “Mobility experience” implemented in all templates for recruitment Routines updated Assessment finished.	(+/-) 13. Recruitment (Code) (+/+) 18. Recognition of mobility experience (+/-) 29. Value of mobility

	Proposed Actions	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) /Target	GAP Principle(s) involved
Field #6	RECRUITMENT <ul style="list-style-type: none"> More awareness on non-discriminatory job advertisements (NO 10) <ul style="list-style-type: none"> Revision of templates Implementing courses/training for managers and HR advisers on the subject. Look into whether information on negotiations should be a part of information on recruitment processes. (NO 26) Assess how to improve communication with candidates that are rejected. (NO 13) Inform the managers on the possibility of including members from other sectors in recruitment processes. (Revise routines) (NO 14) Develop course for all involved in selection committees, especially those involved in the interviews. Consider different options, like online services, webinars and other. (NO 14) Revision of guidelines for committees. (NO 14) Revise templates for job announcements to assure these describe career development prospects. This will be postponed to after the DocTalent4EU is finalised. (NO 13, 15 and 28) "Announce available positions through the Euraxess Portal. (NO 13 and 29)" <i>[See Field #4: Mobility]</i> 	Spring 2024 Fall 2024 Spring 2025 Fall 2023 Spring 2024 Fall 2024 Fall 2024 Spring 2025	HR HR HR HR HR HR	Templates revised. Course implemented. Assessment finished Assessment finished. Routines updated Course implemented. Revision completed Revised templates.	(+/+) 10. Non-discrimination (+/-) 13. Recruitment (Code) (+/+) 14. Selection (+/-) 15. Transparency (+/+) 26. Funding and salaries (-/+) 28. Career development (+/-) 29. Value of mobility

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words)

(...)

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

(...)

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

- How will the implementation committee and/or steering group regularly oversee progress?
- How do you intend to involve the research community, your main stakeholders, in the implementation process?
- How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.
- How will you ensure that the proposed actions are implemented?
- How will you monitor progress (timeline)?
- How will you measure progress (indicators) in view of the next assessment?

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

(...)