EURAXESS

Action Plan

Case number

2022NO837474

Name Organisation under review

Western Norway University of Applied Sciences

Organisation's contact details

Postboks 7030, Bergen, Vestland, 5020, Norway

Submission date to the European Commission

25/09/2023

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 *	1365
Of whom are international (i.e. foreign nationality) *	0
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	117
Of whom are women *	827
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	628
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	31
Of whom are stage R1 = in most organisations corresponding with doctoral level *	566
Total number of students (if relevant) *	16809
Total number of staff (including management, administrative, teaching and research staff) *	1930

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	229090909
Annual organisational direct government funding (designated for research)	68727273
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11454545

RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Annual funding from private, non-government sources, designated for research	1636364

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

Høgskulen på Vestlandet (HVL) is one of the largest educational institutions in Norway with approximately 1 900 employees and 17 500 students in five campuses in Western Norway. HVL offers bachelor's and master's studies, and in total five doctoral programs; one in collaboration with other Norwegian institutions. Every year approximately 3 000 candidates graduate from HVL.

HVL has a professional-oriented profile. Regional development and interaction with society and working life is an important part of HVL's identity.

HVL has professional environments within health and social sciences, engineering and natural sciences, economics and social sciences and maritime studies, and teacher training, culture and sport.

*Number of international (i.e. foreign nationality) researchers not available.

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.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects* ⌃

Strengths and Weaknesses (max. 800 words)

HVL's GAP analysis of *Ethical and professional aspects* can be summarized as follows:

Norwegian legislation regulates and covers the principles under this thematic heading to a large extent, and HVL fully complies with national legislation.

Through the analysis HVL has revealed some weaknesses within Ethical principles. Within the other aspects in the heading Ethical and professional aspects the institution consider to have good strength and have decided upon the evaluation "Fully implemented". Still some measures within other aspects of the heading Ethical and professional aspects are a part of the Action plan.

Research Freedom: Researchers at HVL maintain a high level of professional responsibility in accordance with the requirements of Charter and Code.

A report from a commission appointed by the Norwegian Ministry of Education and Research was reseased in July 2021: Academic freedom of expression — A good culture of free speech must be built from the bottom up, every single day. Such a report substantiates that the principle of research freedom has a sustained focus in Norway.

Ethical Principles: HVL complies with national ethics legislation, has its own ethical guidelines and also a research ethics committee.

The Office of the Auditor General of Norway performed a survey in 2020 in which was concluded that the state research institutions in the university and college sector have insufficiant measures to ensure good research ethics. According to the report, the institutions do not have systems that adequately facilitate training for staff involved in research. Provisions are also needed to ensure that possible breaches of recognised research ethics norms are identified, addressed and reported. As a consequence of the report from the Office of the Auditor General of Norway, HVL now has several measures to be taken to ensure good research ethics in the organisation.

Professional Responsibility , Professional Attitude, Contractual and legal obligations, Accountability and **Good Practice in Research**: These areas are very well regulated and covered through Norwegian legislation and have dedicated national webpages, several guidelines and more to support researchers.

Most positions in HVL combine research and teaching duties. R&D time is distributed in accordance with HVL's policy on working hours for different categories of academic staff, including performance-based allocation of research time. An individual yearly work plan is established, agreed by employee and manager. The balance between the research and teaching duties is challenging, not only in HVL but in whole of the Norwegian university and college sector.

Dissemination, Exploitation of Results and **Public engagement**: HVL already has a lot of focus on support for researchers regarding to their public engagement and dissemination and exploitation of results, and there are some measures in the Action Plan for these aspects.

Non-discrimination: HVL complies with national legislation on equality and anti-discrimination, prohibiting direct and indirect discrimination and harassment and applicable to all aspects of the employment relationship.

Evaluation/Appraisal Systems: National legislation entitles all research staff to a professional assessment on a regular basis, and ensures transparency and independent evaluation committees.

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

HVL's GAP analysis of *Recruitment and Selection* can be summarized as follows:

Norwegian legislation regulates and covers the principles under this thematic heading to a large extent, and HVL fully complies with national legislation.

The work on HVL's GAP analysis revealed that within most aspects in the heading *Recruitment and Selection*, the institution is considered to have good strength and thus have decided upon the evaluation "Fully implemented". Some weaknesses within the areas of *Recruitment* and *Transparency* were disclosed. Still some measures within other aspects of the heading *Recruitment* and *Selection* are a part of the Action Plan.

Recruitment: All recruitment and selection processes in HVL are open, transparent and merit-based. Recruitment of researchers to HVL is subject to national and institutional regulations which meet the requirements of the recruitment procedure in Charter and Code. According to Norwegian legislation both applicants and the public are entitled to transparency in these processes. In addition to national legislation that largely regulates recruitment, HVL has rules and procedures for appointments through its personnel regulations and guidelines. All the researchers in HVL, including PhD candidates, are civil service employees. In accordance with the Civil Service Act, the best qualified candidate according to the job advertisement shall be appointed. Public announcement of job vacancies is the starting point for transparency in HVL's recruitment process. Positions are advertised openly with specified deadlines, clear information on job requirements and working conditions.

Measures in the Action Plan covering weaknesses disclosed in this field, are largely related to information in the job announcements, to implement the Euraxess Portal, and to publish HVL's OTM-R-Policy.

Transparency: In Norway there has traditionally been little focus on career development for researchers. As a consequence of this, HVL do not elaborate career possibilities in job advertisements. HVL needs several measures to this aspect. When better mechanisms for career development and counceling are established in HVL, job advertisements will also include career development prospects.

Selection, **Judging merit, Variations in the chronological order of CVs, Recognition of qualifications, Seniority** and **Postdoctoral appointments**

Norwegian legislation regulates these aspects to a large extent. The recruitment process includes documentation of professional qualifications through an expert assessment, followed up by emphasising personal suitability for the position through interview, trial lectures and reference interviews. The expert committees includes diverse expertise and are usually composed of international, national and internal members of both genders, according to quite specific national regulations. The same recruitment and selection process

applies to all permanent positions in HVL, and both for national and international candidates. In accordance with the regulations, the diversity perspective is to be safeguarded in the announcement. Equality and diversity are handled in accordance with national legislation, ensuring non-discrimination. To ensure the quality in procedures at HVL, measures are implemented for revisions of templates, and further training for some of the participants of these processes.

HVL uses an electronic recruitment system to ensure open recruitment and effectiveness within the organisation, and to keep the administrative burden to a minimum for the candidates, thus also ensuring an equal recruitment process irrespective of nationality. HVL has a lot of international applicants for positions, and HVL employs a number of international researchers, including PhD candidates, often regardless of whether the advertisement was written in English or Norwegian.

HVL has a long tradition of equality policy in research positions and has a strong focus on gender balance. HVL does not allow any form of discrimination against researchers within the various categories of discrimination.

HVL is in a process on deciding whether the organisation will join the Norwegian initative on *NOR-CAM* (https://www.uhr.no/en/news-from-uhr/nor-cam-a-toolbox-for-recognition-and-rewards-in-academic-careers.5780.aspx) *A toolbox for recognition and rewards in academic careers* and sign the *Coalition for Advancing Research Assessment* (CoARA (https://coara.eu/)). If HVL decides upon this, it will add further guidelines and regulations to the processes of judging merit in the recruitment of researchers.

Recognition of mobility experience: Mobility experience is not yet part of standard qualification criteria, although it is evaluated along with other qualifications during the recruitment process. HVL aim to include mobility experience as a standard criterion in job advertisements.

HVL has prepared regulations and guidelines for appointments to scientific positions that regulate procedures for announcement, expert assessment, recommendation and employment. These are published on the HVL's intranet. This essentially equates to the content requirements of the OTM-R system. One of HVL's measures in the Action Plan is to publish this overall OTM-R policy also on the organisation's website.

Working conditions* ⌄

Strengths and Weaknesses (max. 800 words)

HVL's GAP analysis on *Working Conditions* can be summarized as follows:

The area of *Working conditions* is the are where the project have uncovered the largest GAPs in HVL, within the fields on career development and career counceling. Still, the area of working conditions as a whole is quite well covered: National regulations in these matters have long traditions in Norway, and there are extensive regulations within this area. HVL fully complies with the national legislation.

Recognition of the profession, Research environment, Working conditions, Stability and permanence of employment, Funding and salaries, Intellectual Property Rights, Co-Authorship, Complaints/appeals and **Participation in Decision-Making Bodies:** All employees in HVL are civil service employees. Researchers at HVL are thus well covered by national legislation regarding secure working conditions, including salaries, benefits, IPR and complaints. Norwegian legislation promotes equality and family values, and there are strict employment laws in place that support fair working conditions. The environment is supportive with a good research infrastructure, flexibility adapted to life situations and a strong focus on nondiscrimination and equality. National legislation secure staff representation in all decision-making bodies, which ensures that researchers have influence in questions relating to working conditions, salaries and more.

The GAP Analysis showed that some of the information about working conditions and rights are only available for employees in Norwegian on HVL's intranet. Measures to translate and adapt information for international staff are thus a part of HVL's Action Plan.

Gender balance: This is an area where HVL traditionally has had a lot of focus in addition to the fact that there is a lot of focus through national legislation. This means that although we do not set measurses on this in the Action Plan, HVL has a permanent focus on the topic. Gender balance is an area where it is important for organisations to be constantly critical to one's own efforts.

Career Development and **Access to Career Advice**: There have been little tradition for career development and career planning in the academic professions in Norway. Researcher education at HVL has been directed towards a career in academia, whereas no particular system for support of researcher careers outside academia has been developed. In recent years there have risen a stronger emphasis towards career development within academia in Norway, partly because more and more PhD-candidates will need to find employment within other sectors than the university sector. Thus this is an area where HVL will need to have a strong focus in the years to come. As a consequence HVL is in the very beginning of developing this area. The first measure will be the piloting of a talent management center as a part of the EU Project *DocTalent4EU*, in 2023-24. The experiences learned from this pilot will set a direction for HVL's further measures on this.

Value of Mobility: Mobility is another area where he project has discovered that the organisation is in a lack of information on mobility possibilities, in addition to the fact that many researchers find it hard to prioritize mobility. Measures will be taken to meet these obstacles.

Teaching: Most positions in HVL combine research and teaching duties. R&D time is distributed in accordance with HVL's policy on working hours for different categories of academic staff, including performance-based allocation of research time. An individual yearly work plan is established, agreed by employee and manager. The balance between the research and teaching duties is challenging, not only in HVL but in whole of the Norwegian university and college sector.

Training and development* ⌄

Strengths and Weaknesses (max. 800 words)

HVL's GAP analysis on *Training and Development* can be summarized as follows:

HVL's legislations, guidelines and training offers regulates and covers to a large extent all of the principles under this thematic heading. Regardless of this, some measures are suggested in the Action Plan.

Relation with supervisors: This area is thoroughly covered in national and HVL's legislations and guidelines.

Supervision and Managerial Duties: In HVL there is a high level of awareness among senior researchers about their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators.

Continuing Professional Development and **Access to research training and continuous development** In HVL there are several existing offers in training and different courses that assist researchers in their continuing professional development. Nevertheless, the analysis have reveiled that some of the offers are not sufficiently communicated within the organisation. An important measure is therefore to find better ways to inform on these matters, to enhance the visibility. Some new training offers are also suggested in the Action Plan.

As part of the overall expectations towards continuous career development, all academic staff at HVL are expected to strive towards further professional development, through participation in internal and external courses, conferences, etc. Various support schemes, different courses and internal funds are available for skills development, including international mobility grants.

HVL is one of the partners in the Horizon Europe project "Transforming Europe Through Doctoral Talent and Skills Recognition", in short *DocTalent4EU*, which aims 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 acquire or will acquire through their doctoral training and research activities. One of the goals for the project is to create local talent management centers to help doctoral candidates best plan their training and career during their PhD. The results from this project will play a vital role in the further development and what measures HVL will incorporate in future action plans.

Supervision: Some measures to improve the information and the guidelines for supervision are suggested. Facilitating for meeting places to improve supervisors' exchange of experiences is another measure in the Action Plan. Still, this area is thoroughly covered in national and in HVL's legislations and guidelines.

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):

https://www.hvl.no/en/research/c-and-c/ (https://www.hvl.no/en/research/c-and-c/)

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.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**
Investigate a possible expansion of HVL's existing offer of media training and targeted communication for researchers.	(++) 8. Dissemination, exploitation of results (++) 9. Public engagement	Spring 2024

	Responsible Unit	**Indicator(s) / Target(s)**
	Division of Communications	Investigation finished.

Proposed ACTIONS

Action 2

Consider initiating new courses: o Project management o Research group management o Research management

GAP Principle(s)

Timing (at least by year's quarter/semester)

(-/+) 28. Career development

(+/-) 39. Access to research training and continuous development

Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	New courses started (or the initiation of courses declined).

Proposed ACTIONS

Action 3

Assess how to build a more robust culture on dissemination – "Why disseminate and how to disseminate?"

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 8. Dissemination, exploitation of results	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
The Library	Assessment finished.

Action 4

Improve information for PhD supervisors in the PhD Handbook, especially regarding the relation between the supervisor and the candidate.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 40. Supervision	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Revision finished.

Proposed ACTIONS

Action 5

Investigate how to structure HVL's grants for academic qualifying in a better and more predictable way.

GAP Principle(s)

(-/+) 28. Career development

(+/-) 39. Access to research training and continuous development

Timing (at least by year's quarter/semester)

Spring 2026

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Investigation formally processed by the Senior Management at HVL.

Proposed ACTIONS

Action 6

Consider initiating a mentoring scheme for researchers newly finishing their PhD.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 37. Supervision and managerial duties	
(+/-) 39. Access to research training and continuous development	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Assessment finished.

Proposed ACTIONS

Action 7

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.

GAP Principle(s)

(-/+) 28. Career development

(-/+) 30. Access to career advice

Timing (at least by year's quarter/semester)

Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Evaluation made public in the organisation.

Proposed ACTIONS

Action 8

Assess how to better promote all the existing offers on support of dissemination and exploitation of results.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 8. Dissemination, exploitation of results	Spring 2024
(++) 9. Public engagement	

Responsible Unit	Indicator(s) / Target(s)
Division of Communications	Assessment finished.

Action 9

Improve visibility on existing initatives in the area on improving competencies, skills and employability.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 39. Access to research training and continuous development	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Communications	Structure for enhanced visibility implemented.

Proposed ACTIONS

Action 10

Implement routines to ensure that all information, webpages and documents that employees are supposed to be familiar with, are translated to English.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 10. Non discrimination	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Communications	Routines implemented in the organisation.

Action 11

Assess the establishing of a forum for postdoctors in HVL.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 21. Postdoctoral appointments (Code)	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Assessment finished.

Proposed ACTIONS

Action 12

Establish a forum/network for research group managers.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 39. Access to research training and continuous development	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	First meeting in the forum/network realized.

Proposed ACTIONS

Action 13

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 34. Complains/ appeals	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Assessment finished.

Proposed ACTIONS

Action 14

Consider including information on how to proceed to change supervisor, in the PhD Handbook.

GAP Principle(s)

(++) 34. Complains/ appeals

(++) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Assessment published.

Proposed ACTIONS

Action 15

Investigate how to improve the structure on meeting places for supervisors and PhD candidates, both separately and together.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 40. Supervision	Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Assessment finished.

Proposed ACTIONS

Action 16

Perform an evaluation on the formalisation of Research groups and their further development.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(-/+) 28. Career development

(-/+) 30. Access to career advice

Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Evaluation finished.

Proposed ACTIONS

Action 17

Initiate an assessment on working conditions for disabled researchers at HVL.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 24. Working conditions	Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Assessment published.

Proposed ACTIONS

Action 18

Initiate a review of the institution's various guidelines for research time, and consider establishing uniform guidelines for HVL.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 24. Working conditions	
(++) 33. Teaching	Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Review published.

Proposed ACTIONS

Action 19

Assess possible practical arrangements for concentrating in time both the teaching and the research assignments, thus better fascilitating for more concentrated research time and for mobilisation.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 18. Recognition of mobility experience (Code)	
(-/+) 28. Career development	Spring 2025
(+/-) 29. Value of mobility	

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Assessment published.

Proposed ACTIONS

Action 20

Evaluate courses for supervisors on research ethics, privacy and data management.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Evaluation made public to the organisation.

Action 21

Establish a system to identify academic staff's needs for training and competence within research ethics.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	New system implemented.

Proposed ACTIONS

Action 22

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Fall 2023

Responsible Unit	Indicator(s) / Target(s)	
Faculties/RII	Assessment completed.	

Action 23

Consider further development of HVL SJEKKE, the system for pre-assessment and advice on research ethics and privacy in research projects and student assignments.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	Assessment completed.

Proposed ACTIONS

Action 24

Announce available positions in the Euraxess Portal.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code) (+/-) 29. Value of mobility	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Announcements routines updated.

Proposed ACTIONS

Action 25

Templates for recruitment advertising: Set "Mobility experience" to be a standard desirable qualification when recruiting.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code)	
(++) 18. Recognition of mobility experience (Code)	Fall 2023
(+/-) 29. Value of mobility	

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	"Mobility experience" implemented in all templates for recruitment.

Proposed ACTIONS

Action 26

Establish annual information sessions for researchers on mobility.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 29. Value of mobility	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Research, Internationalisation and Innovation	First session completed.

Proposed ACTIONS

Action 27

Initiate an investigation on conditions for visiting researchers, with the purpose of improvements.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 29. Value of mobility	Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Organisational Development and Digitalisation	Assessment finished.

Proposed ACTIONS

Action 28

Publish the institutions full OTM-R policy available to all applicants on HVL's own website.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code)	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	OTM-R policy published in Norwegian and English.

Action 29

More awareness on non-discriminatory job advertisements: o Revision of templates (Spring 2024) o Implementing courses/training for managers and HR advisers on the subject. (Fall 2024)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 10. Non discrimination	Fall 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Templates revised and course/training implemented.

Proposed ACTIONS

Action 30

Develop course for all involved in selection committees, especially those involved in the interviews. Consider different options, like online services, webinars and other.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 14. Selection (Code)	Fall 2024

Responsible Unit	Indicator(s) / Target(s)	
Division of Human Resources	Course implemented.	

Action 31

Revision of guidelines for committees.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 14. Selection (Code)	Fall 2024

Responsible Unit	Indicator(s) / Target(s)	
Division of Human Resources	Revision completed.	

Proposed ACTIONS

Action 32

Assess how to improve communication with candidates that are rejected.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code)	Fall 2023

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Assessment finished and routines updated.

Action 33

Inform the managers on the possibility of including members from other sectors in recruitment processes. (Revise routines.)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 14. Selection (Code)	Spring 2024

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Routines updated.

Proposed ACTIONS

Action 34

Look into whether information on negotiations should be a part of information on recruitment processes.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(++) 26. Funding and salaries	Spring 2025

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Assessment finished.

Proposed ACTIONS

Action 35

Revise templates for job announcements to assure these describe career development prospects. This will be postponed to after the DocTalent4EU is finalised.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code)	
(+/-) 15. Transparency (Code)	Spring 2025
(-/+) 28. Career development	

Responsible Unit	Indicator(s) / Target(s)
Division of Human Resources	Revised templates.

Unselected principles:

(++) 1. Research freedom   (++) 3. Professional responsibility   (++) 4. Professional attitude   (++) 5. Contractual and legal obligations

(++) 6. Accountability   (++) 7. Good practice in research   (++) 11. Evaluation/ appraisal systems   (++) 12. Recruitment

(++) 16. Judging merit (Code)   (++) 17. Variations in the chronological order of CVs (Code)   (++) 19. Recognition of qualifications (Code)

(++) 20. Seniority (Code)   (++) 22. Recognition of the profession   (++) 23. Research environment

(++) 25. Stability and permanence of employment   (++) 27. Gender balance   (++) 31. Intellectual Property Rights   (++) 32. Co-authorship

(++) 35. Participation in decision-making bodies (++) 38. Continuing Professional Development

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) *

General comments

Recruitment processes are substantially equivalent throughout the university sector in Norway, due to Norway's thorough legislations within work life. Acts, regulations and guidelines are easily available on the Norwegian LOVDATA (https://lovdata.no/info/information_in_english), a national collection of online legal resources. HVL is considered to be in line with several of the recommended measures in the OTM-R-analysis, on the basis of the Norwegian legislations.

On the intranet HVL already has in place an internal guide setting out clear OTM-R procedures and practices for all types of positions.

Employees that regularly are involved in recruitment processes, like managers, union representatives and HR advisors, are thoroughly trained in the area of OTM-R.

HVL has clear rules governing the appointment and the composition of selection committees. There are also clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected.

OTM-R - for candidates

The process of OTM-R in HVL is thoroughly monitored through several measures:

OTM-R is embedded in Norwegian legislation and the process has a high degree of transparency.

HVL has clear guidelines and templates for advertising positions. HVL's e-recruitment tool is considered to be easy to use and very functional, and it supports keeping the administrative burden for the candidates to a minimum.

HVL's current OTM-R policy is considered to encourage both internal and external candidates to apply, and the policy is considered to be in line with policies to attract underrepresented groups. The current OTM-R policy is further considered to be in line with policies to provide attractive working conditions for researchers.

HVL provides feedback to interviewees, and all applicants are informed on the final decision at the end of the selection process. There are national complaints mechanisms in place.

Measures

An important action will be to publish a version of the institution's OTM-R policy online. This measure is due to take place in the spring 2024. (See Action #28 above.) HVL recognizes that this will serve as relevant and important information for candidates. The policy is already existing and is published on the institutions intranet, so this will not imply changes in the routines of the institution. The measure will mainly entail presenting the policy in an accessible and appropriate design. When the OTM-R policy is published, HVL will in the job advertisement be including references/links to relevant elements in the online OTM-R policy.

Another important alteration will be the introduction of Euraxess as a portal for job announcements. This, on the other hand, will imply more structural changes in routines. Still this is a most welcome action that is reckoned to give HVL more publicity, visibility and a wider applicant pool. As a result, this action is planned to be completed as early as spring 2024.

As mentioned, thorough training for representatives involved in recruitment processes is already in place. Nonetheless, a requirement for brief and targeted training (e.g., webinars) has been identified for individuals who are randomly included in a recruitment process. This need is also incorporated into the Action Plan.

Information on career and professional development opportunities and relevant policies are not sufficiently described in HVL's job announcements today. This is an area of improvement for HVL and is addressed in the Action Plan.

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:

URL:

4. Implementation

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

The Action Plan is fascilitated for the span of 2024-2025. All of the divisions that are involved in the plan, have been duly involved in the outline of the action, the timeline and on the outline of the correlated indicator. The measures are already included in the division's plans and ambitions, and some of the measures are already in progress. The university college board itself made the decision to send the application. This sends a clear signal to the organisation that this Action Plan documents actions and measures that are defined as important to the institution, and that need to be prioritized. All of the involved appear to be enthusiastic and satisfied with being able to participate, and find it very beneficial that HVL applies for HR Excellence in Research Award.

There will be appointed a Implementation Committee that will oversee the progress. This committee will report to the Steering Group. The members of this committee will together have an overview of the whole of the Action Plan. These members will have the possibility to, and are expected to, follow up and have an ongoing update on the progress in their division and their divisions' measures. The Steering Group will get status updates on the process, and this group will be the organ which will state when a measure should consider being finished, according to the affiliated indicator. The Steering Group will also monitor other aspects of the process, like assessing inputs for new measures.

The institution has strived to provide a detailed plan, and not just an enumeration of actions. HVL has chosen to sort the Action Plan into 6 different fields:

1. Career and Professional Development
   Actions 1-7
2. Social Interaction and Flow of Information
   Actions 8-16
3. Working Conditions
   Actions 17-19
4. Ethics
   Actions 20-23
5. Mobility
   Actions 24-27
6. Recruitment
   Actions 28-35

These six fields is a way of getting further commitment to the work; to connect actions and measures within a field to one another. This diving into fields will make it easier to present the results as a whole and to present the connection between the measures and their results. Some of the actions are chosen within principles where HVL has considered itself to fulfill the principle, and still having decided that the institution wants to further develop the practice in this area through new measures in the Action Plan. Other actions are within areas where HVL has considered itself to almost but not fully, or only to partially; having implemented the principle.

In HVL, the intranet is the obvious channel for information on the process to the employees. There will be a site with a process timeline, either on intranet or in the open site, where HVL's researchers can look up information on the progress. There will be produced journalistic articles on the intranet on different stages of the progress, like when some of the indicators are achieved, since the experiences in HVL are that these posts are considered to be convenient ways to boost the enthusiasm and motivation for different processes, among employees.

The institution named the process «Forskaren i fokus – Charter & Code», which will be the title also in the implementation process. The name which states a continuous emphasis on researcher's terms and conditions, in combination with the Action Plan and the different measures, are concidered favorable to engage the researchers on the matter.

In an overall assessment of the progress so far, this process has been received very positively throughout the organisation. Those involved have assessed the 40 Charter & Code principles as clear, well-structured, guiding, and beneficial for the organisation. A particularly positive aspect of HRS4R is that the organization has the autonomy to choose its priorities, emphasis, and opportunities. All forty principles are viewed as important, and none of them are considered redundant.

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

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?* ⌃

Detailed description and duly justification (max. 500 words)

The current Steering group will be prolonged to oversee the progress in the phase of the implementation of the Action Plan. The Steering group has had in total 6 meetings in a period of 1 ½ years. Approximately this same frequency of meetings will be maintained for the implementation period as well.

The present Reference group will also be prolonged, still representing stakeholders and being held informed on the progress.

There are in total five divisions that have been assigned the different responsibilities of HVL's Action Plan. A new Implementation Committee will be appointed. This committee will be made up of representatives from these five units. This committee will have more of an active and executive role, and the committee will constitute a link between the responsible units and the Steering Group. This group will have regularly status meetings discussing progress, challenges, evaluations and so on.

The implementation process will be coordinated by HVL's Division of Human Resources. A senior adviser in HR will have a coordinating function and will lead the Implementation Committee. This committee will be gathering information on a regularly basis from the units involved, in order to present this information to the Steering group. Any remarks or comments from the Steering group will then be passed back to the units. The members of the Reference group will have important advisory roles both for the Steering Group and for the Implementation Committee. A fitting and suitable project tool for the work will be implemented.

The Implementation Committee will meet regularly to maintain and update the Action Plan and the timeline, and will be responsible for updating information on the progress to the entire organisation. This will be done through news articles, web pages, participating in and presentations in different fora and more. On of the first tasks for the Implementation Committee will be to prepare and implement a communication plan.

Reporting, status and plans for action will be presented in HVL's Annual Reports.

How do you intend to involve the research community, your main stakeholders, in the implementation process?* ⌄

Detailed description and duly justification (max. 500 words)

The involvement of the research community will be an important, but possibly somewhat different task. The Steering Group have representation from different researcher career levels, and these representatives will be the most important spokepersons for the researchers in the implementation period.

The different units will inevitably involve researchers in implementation of the different measures, still the Implementation Committee will need to have a special focus on engaging researchers, primarily in the Reference Groups, but preferably also other researchers.

Information via the web will be an important source for shearing news about the development. This will be effected through news articles and the designated web pages. On of the first tasks for the Implementation Committee will be to prepare and implement a communication plan. This plan will be of great importance in the involvement of stakeholders in the implementation period. The Implementation Committee will have the responsibility for the maintainance of the information plan.

The union representatives is another group that in Norwegian work life is crucial. There is a representative from the unions in the Steering Group, who will be able to keep the unions up to date on the Action Plan, and whom will convey input from the unions to the Implementation Committee through the Steering Group.

Upon the introductions of the measures in the Action Plan, the responsible units also need to consider how to assess the effects of the implemented measures, and how to evaluate the researchers' satisfaction upon the measures.

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. ⌄

Detailed description and duly justification (max. 500 words)

Before the application was submitted, it underwent board review by the university college board. The board provided positive feedback and recommended that HVL proceed with the application. This indicates that the organisation has approved of the submission, and that the organisation will follow up on the requirements and expectations in the Action Plan.

The work on the HRS4R process has been given the name "Forskaren i fokus – Charter & Code" in HVL. This can be translated to something in the lines of "The researcher in the focus – Charter & Code". The reason HVL chose this designation was to highlight the researcher's role within the organization and emphasize the importance of focusing on researchers and their conditions.

HVL does have an OTM-R policy that is published on the institutions intranet. The function for this is mainly for the use of managers and HR personell. We recognise the need for, and the advantages of having a published version of the OTM-R policy, esspecially as a source for information for job applicants. One of the measures in HVL's Action Plan is to publish the OTM-R policy in a suitable version.

HVL currently lacks a dedicated research strategy and HR policy. The HRS4R will play a crucial role in our upcoming efforts to enhance researchers' working conditions. Together with HVL's Action Plan, it will provide the institution with a strong foundation and clear direction to drive quality improvements. We intend to use the webpages to inform on HRS4R to all emplloyees and others who are interested.

How will you ensure that the proposed actions are implemented?* ⌄

Detailed description and duly justification (max. 500 words)

The work to ensure that the proposed actions are implemented is already initiated: During the work on establishing the Action Plan, all involved units were consulted, to be able to consider if modifications were needed. Some units added some of their own actions to the plan. Thus the divisions are familiar of the Action Plan to a large extent, and are already motivated to start implementing the measures.

The establishment of an Implementation Committee consisting of employees representing the most relevant units, will ensure that the units have a sustained attention on the Action Plan, based on the fact that the representative will need to report the unit's progress on a regular basis in the committee's meetings. The Steering Group will be monitoring the Action Plan through their meetings.

HVL's Action Plan is published online. This transparency is another way to ensure that the units that are repsonsible for the different measures in the Action plan, are easily monitored by anyone. Thus the divisions will act accordingly. The Implementation Committee's Information Plan will further ensure that the researchers are informed on the different measures in the Action Plan, making them capable to call for any lack of progression on the Action Plan. The Committee should also consider sharing a clear timeline online, that illustrates the many measures steps in the Action Plan.

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

In order to monitor the progress, the Implementation Committee will have a crucial part. The members of this committee will be responsible for reporting status for each of the involved divisions. The meetings in the committee will provide the leader of the committee with a regular status update. In the dialogues with the Steering Group and the Reference Group, the coordinator then will be able to address any suggestions on modifications back to the Implementation Committee.

A suitable monitoring system will be implemented that is easily accessible and preferably open to everbody interested. The online timelines should be updated on a regularly basis. The coordinator will need to facilitate for a suitable interaction between the different divisions, through the members of the Implementation Committee. It is cruisal that the members of the Implementation Committee have close interaction and cooperation with both their divisions and with the committee. The flow of information here is vital to be able to monitor the progess of the processes.

Bringing information on the progress to all employees by regularly sharing of articles on different measures will be a way of monitoring that can be both functional and also appealing, which we think can increase the interest in the organisation upon the HRS4R process.

How will you measure progress (indicators) in view of the next assessment?* ⌄

Detailed description and duly justification (max. 500 words)

The Implementation Committee and the coordinating adviser will have the responsibility to follow up on a continuously basis. As elaborated above, the members of the Implementation Committee will have a responsibility to update themselves on their division's progress, and to pass on this information to the committee. The Steering Group will have the authority to demand further information from the divisions, and to give their remarks to the divisions, if or when needed.

The coordinator will be responsible for the internal review for the Interim Assessment, and will thus need to see to that all vital information is gathered on the progress.

The Steering Group will be the organ that can decide upon whether the different indicators has been achieved or not. The list of actions and indicators will be reviewed in their regular meetings.

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