

HR Excellence in Research

| Process Description

Process Description

Case number

2022NO837474

Name Organisation under review

Western Norway University of Applied Sciences

Organisation's contact details

Postboks 7030, Bergen, Vestland, 5020, Norway

Date endorsement charter and code

03/10/2022

Submission date to the European Commission

19/10/2024

Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Tage Båtsvik	Head of Steering Committee and Director of Organisation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Director of Organisation
Gro Anita Fonnes Flaten	Pro-Rector for Research (until 31.5.2023)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Pro-Rector for Research
Geir Kåre Resaland	Pro-Rector for Research (from 1.6.2023-31.12.2023)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Pro-Rector for Research
Ole Andreas Brekke	Vice-Dean for Research (until 31.12.2023)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Business Administration and Social Sciences
Lise Bjørkheim Gundersen	Vice-Dean for Research (until 31.12.2023)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Engineering and Science
Vegard Fusche Moe	Vice-Dean for Research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Education, Arts and Sports
Alice Kvåle	Vice-Dean for Research (until 31.12.2022)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Health and Social Sciences

Name	Position	Steering Committee	Working Group	Management line/ Department
Christine Øye	Vice-Dean for Research (from 1.1.2023-31.12.2023) Pro-Rector for Research (from 1.1.2024)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Pro-Rector for Research (Vice-Dean in Faculty of Health and Social Sciences)
Helle Asgjerd Oltedal	Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of Maritime Studies
Matthias Paetzel	Associate Professor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of Environmental Sciences
Tone Skjerdal	Main employee representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>	HVL
Jorunn Aske	Assistant Professor (R1)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Language, Literature, Mathematics and Interpreting
Laila Margaret Nordstrand Berg	Professor (R3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Social Science
Rachel Gershuny Berge	Senior Adviser	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PhD Administration, Faculty of Health and Social Sciences
Karl Albert Brokstad	Professor (R4)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Safety, Chemistry and Biomedical Laboratory Sciences
Håvard Helstrup	Professor and Coordinator for the PhD Programme in Computer Science (R4)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Engineering and Science
Elin Kvaale	Deputy Director	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Division of Research, Internationalisation and Innovation
Anne Marit Morken	Deputy Director	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Division of Human Resources
Ane Kristiansen Solbraa	Assistant Head of Department (R2)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Sport, Food and Natural Sciences

Name	Position	Steering Committee	Working Group	Management line/ Department
Ellen Johanne Svendsbø	Associate Professor (R3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department of Health and Caring Sciences
Elisabet Veland	Project Manager	<input type="checkbox"/>	<input type="checkbox"/>	Division of Human Resources
Marjolein Memelink Iversen	Vice-Dean for Research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Health and Social Sciences
Stig Erik Jakobsen	Vice-Dean for Research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Technology, Environmental and Social Sciences
Anny Aasprang	Head of Section (R2)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department of Health and Caring sciences

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 (<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>), as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder group	Consultation format	Contributions
R1-R4	<p>R1 to R4 have been involved in all parts of the process:</p> <ul style="list-style-type: none"> • R1 – R4 were represented both in the Steering committee and in the Working group. • There were open invitations to the workshops, where any employee could join. In all of the open workshops the groups R1-R4 were represented. 	<p>The representation of researchers in the Steering committee and the Working Group was especially valuable in relation to getting important adjustments to the content in the GAP Analysis and the Action Plan through these representatives' input. R1-R4 participated in these four workshops:</p> <ul style="list-style-type: none"> • Having Leadership Responsibility • Being a Scientist • Career Counseling and Continuous Professional Development • Supervision <p>The workshops were the main sources for the GAP-analysis and for the proposed measures in the Action Plan. Representatives from all the researcher groups contributed in the discussions and initiated several of the measures that now constitute the Action Plan.</p>
Managers	<ul style="list-style-type: none"> • Representation in the Working group • There were open invitations to four of the workshops, where anybody could join. In all of these workshops managers were represented. • Managers were also represented in the workshop on Recruitment 	<p>Managers participated in these workshops:</p> <ul style="list-style-type: none"> • Recruitment • Having Leadership Responsibility • Being a Scientist • Career Counseling and Continuous Professional Development • Supervision <p>The workshops were the main sources for the GAP-analysis and for the proposed measures in the Action Plan. Managers from all levels and many units contributed in the discussions and initiated several of the measures that now constitute the Action Plan.</p>
Unions, employee representatives and head safety delegate	<ul style="list-style-type: none"> • The unions were represented in the Steering group • There were open invitations to four of the workshops, where anybody could join. In all of these workshops there were employee representatives. • There was an workshop specifically aimed at HVL's main employee representatives and the head safety delegate, on the subject Working conditions, participation and complaints. This workshop also included the management of HR and the Director of Organisation. 	<p>Unions, employee representatives and the head safety delegate participated primarily in the workshop on Working conditions, participation and complaints. Measures in the Action Plan within these areas are largely based on this workshop. Employee representatives also participated and contributed in the four open workshops.</p>

Stakeholder group	Consultation format	Contributions
Senior management	HVL's senior management group have regular meetings. This group was on three occasions informed in their meetings on the status of the work on the HRS4R process.	In the senior management group's meeting in June 2023 the draft on the application was demonstrated, and the group decided upon recommending the college university board to make the decision to apply for HR Excellence in Research Award.
Administrative personell	Administrative personell have been involved in all parts of the process: • Representation in the Working group • There were open invitations to the workshops, where anybody could join. Administrative personell were represented in all of the workshops. • Some administrative personell have also been helpful on specific parts of the documentation, and have been consulted directly.	Administrative personell contributed in all of the workshops.
HR management	HR management was involved in all parts of the process: • Representation in the Working group • There were open invitations to the workshops, where anybody could join. • There was an workshop specifically aimed at HVL's main employee representatives and the head safety delegate, on the subject Working conditions, participation and complaints. This workshop also included the management of HR and the Director of Organisation. • HR management were the informants in the workshop on OTM-R Checklist. • HR management was also heavily involved in the workshop on recruitment.	HR management contributed mainly in these three workshops: • Recruitment • Working conditions, participation and complaints • OTM-R Checklist

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The composition of the Steering Committee was decided in a meeting in the Senior management of HVL. The Steering Committee has 9 members and consists of the vice-rector of research and HVL's four vice-deans of research, representing each of the four faculties. In addition three employees are appointed to represent different groups: One to represent the unions, and two researchers are appointed to represent R1-4. Two of the faculties were asked to appoint these members. The Director of Organisation is the appointed manager of the Steering Committee.

The Steering Committee has had six meetings, where the members discussed different issues and decided on several matters. There were case documents carried out for all these meetings. All of the meetings have been digital. A Teams-group for both the Steering Committee and the Working Group was used as a common digital platform for documents and information.

Please describe how the Working Group doing the Gap Analysis was appointed:

Please describe how the Working Group doing the Gap Analysis was appointed:

The composition of the Working Group was decided in the same meeting in the Senior management of HVL, where the Steering Committee was decided upon. The Working Group has 10 members and consists of 3 researchers representing R1-4, one research group manager, two managers representing different departments and faculties, and two members representing different PhD Programmes. These eight members were appointed according to proposals from the four faculties, two members from each faculty. In addition two administrative managers representing the Division of HR and the Division of Research, Internationalisation and Innovation, respectively, were appointed to the Working Group.

The Working Group has had their meetings ahead of most of the Steering Committee's meetings, to be able to contribute to the case documents. All of the meetings have been digital. A Teams-group for both the Steering Committee and the Working Group was used as a common digital platform for documents and information. The members of the Working Group also actively participated in the Workshops.

The table in the start of this Process document contains information on each of the researcher's representation (R1-4).

Workshops

These workshops were held:

Workshop 1: Having Leadership Responsibility

The digital workshop was held 26 August 2022. Approximately 35 participants were signed up for the workshop. All employees in HVL were welcome to sign up. The head of HVL's *Council for Equality, Diversity and Inclusion* had prepared a presentation about HVL's work on non-discrimination and gender balance. The workshop included group discussions dealing with these six of Charter and Code's principles and requirements: Recognition of the profession, Value of mobility, Co-authorship, Intellectual property rights, Non-discrimination and Gender balance.

The main conclusion of the discussions in Workshop 1 was that HVL fully comply with the Charter and Code principles and requirements in almost all of these six fields. For the principle *Value of mobility*, the workshop's conclusion was that many of the employees in the organisation have insufficient information on mobility possibilities. In addition, many researchers find it hard to prioritize mobility due to other requirements and expectations. Measures will be taken to meet these obstacles. The workshop resulted in several other initiatives too, that are included in the Action Plan, although the other five fields were considered to be fully complied with the Charter and Code principles.

Workshop 2: Being a Scientist

The digital workshop was held 27 September 2022. Approximately 35 participants were signed up. All employees in HVL were welcome to sign up for the workshop. In the workshop HVL's head of section for communication and dissemination had a presentation on how HVL facilitates for researcher's dissemination on their research, and a representative from another university in Norway gave a presentation on their university's work on Charter and Code within these areas. The workshop included group discussions dealing with the following 10 of Charter and Code's principles and requirements: Research environment, Research freedom, Public engagement, Dissemination and exploitation of results, Good practice in research, Accountability, Contractual and legal obligations, Professional Attitude, Professional Responsibility and Ethical Principles.

The main conclusion of the discussions in Workshop 2 was that HVL fully comply with the Charter and Code principles and requirements within all of these fields. Still, the Norwegian Office of the Auditor General of Norway has performed a survey concluding that the state research institutions in the university and college sector have insufficient measures to ensure good research ethics. As a consequence of this report from the Auditor, HVL now has included several initiatives in the Action Plan to ensure good research ethics.

The workshop resulted in several other measures that are included in the Action Plan, although the other fields were considered to be fully complied with the Charter and Code principles.

Workshop 3: Career counseling and continuous professional development

The digital workshop was held 26 October 2022. Approximately 35 participants were signed up. All employees in HVL were welcome to sign up for the workshop. In the workshop the head of a Career Center for Early Stage Researchers in another Norwegian university (UiB) presented their center, which was initiated in their institution's Action Plan in the HRS4R process. Furthermore, in the workshop HVL's Division of Academic Development presented how that division facilitates for researcher's continuous professional development. The workshop included group discussions dealing with the following 4 of Charter and Code's principles and requirements: Access to career advice, Career development, Access to research training and continuous development and Continuing Professional Development.

The main conclusion of the discussions in Workshop 3 was that these are the areas in which HVL least complies with the Charter and Code principles and requirements. Several measures and initiatives were thus suggested in the workshop, and are now to be found in the Action Plan.

Workshop 4: Supervision

The digital workshop was held 21 November 2022. Approximately 35 participants were signed up. All employees in HVL were welcome to sign up for the workshop. In the workshop HVL's Division Manager of Communications moderated a discussion between two experienced and recognised supervisors. The workshop then included group discussions dealing with the following 3 of Charter and Code's principles and requirements: Relation with supervisors, Supervision and managerial duties and Supervision.

The main conclusion of the discussions in Workshop 4 was that HVL fully comply with the Charter and Code principles and requirements within two of these fields. According to the principle of Supervision, some measures are considered necessary to be able to fully comply with the Charter and Code principle, and these are included in the Action Plan. Other measures and initiatives were further suggested in the workshop, and are now to be found in the Action Plan, also regarding the two other principles discussed in this workshop.

Workshop 5: Working conditions, participation and complaints

The digital workshop was held 10 February 2023. This workshop was intended for the unions, employee representatives and head safety delegate, together with representatives from HR management and the director of organisation. The workshop included discussions dealing with the following 5 of Charter and Code's principles and requirements: Working conditions, Stability and permanence of employment, Funding and salaries, Complaints/appeals and Participation in decision-making bodies.

The main conclusion of the discussions in Workshop 5 was that HVL fully comply with the Charter and Code principles and requirements within these fields. This is mainly due to a thorough Norwegian legislation within the fields of working conditions and participation. The discussions in the workshop still lead to some of the proposed actions in the Action Plan, actions that are intended to further strengthen the area.

Workshop 6: Recruitment

The digital workshop was held 21 February 2023. This workshop was intended for managers that are experienced within recruitment of researchers, and Division of HR. The workshop included discussions dealing with the following 5 of Charter and Code's principles and requirements: Transparency, Selection, Recognition of qualifications, Recognition of mobility experience and Gender balance.

The main conclusion of the discussions in Workshop 5 was that HVL fully comply with the Charter and Code principles and requirements within four of these fields. Within the area of Transparency, the conclusion in the workshop was that HVL needs some measures to fully comply with the Charter and Code principles. The discussions in the workshop further lead to several proposed actions in the Action Plan, actions that are intended to further strengthen the areas.

Workshop 7: OTM-R Checklist

The workshop was held 5 May 2023. This workshop was intended for the managers of Division of HR, the division which is responsible for the recruitment processes in HVL. The conclusions in the workshop were that HVL fully comply in several of the questions in the checklist, still some measures need to be implemented. Worth mentioning are the implementing of EURAXESS for job advertisements, and the publishing of HVL's OTM-R Policy. The workshop lead to all the measurements and indicators stated in the document OTM-R Checklist.