GAP ANALYSIS

The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

University of Stavanger (UiS), Norway
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I.   Ethical and professional circumstances

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act, sections 1-1 Purpose and 1-5 Academic freedom and responsibility. The Universities and Colleges Act requires universities and university colleges to safeguard and facilitate freedom of research. The principle of research freedom is strongly protected by national legislation. Through the Act, Norwegian Universities are held accountable for safeguarding and facilitating research freedom.	The principle of research freedom is well-established in Norway, and legislation, approved guidelines and established practice in the area of research ethics also support this principle.		

2. Ethical principles

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Research Ethics Act (2007), §1. The Act gives mandates to the Regional Research Ethics Committees (REC) and the National Commission for the Investigation of Research Misconduct. The Universities and University Colleges Act, The Health and Research Act The Biotechnology Act The Patents Act Ethical research guidelines for: - social sciences, the humanities, law and theology (cf. NESH) - science and technology research (cf. NENT) - medicine and health. Statutory provisions that protect the integrity of participants in research: - Act of 21 May 1999 relating to the strengthening of the status of human rights in Norwegian law - Act of 2 July 1999 relating to health personnel, etc. - Act of 2 July 1999 relating to patients' rights - Act of 2 July 1999 relating to specialist health services - Act of 21 February 2003 relating to biobanks - Act of 14 April 2000 relating to the processing of personal data - Act of 18 May 2001 on personal health data filing systems and the processing of personal health data - Declaration of Helsinki on research involving human subjects.	The Research Ethics Committee was set up by the university board of directors on 20 December 2007. The Research Ethics Committee is the advisory body on research ethics at UiS and IRIS AS. The role of the committee is to be prepared and proactive, and to help ensure that research at UiS and IRIS is conducted in accordance with recognised norms. The committee has eight members and is made up as follows: one vice-dean for research, two members of the permanent scientific staff, one representative from IRIS, three external members with supplement-ary skills, and one research fellow selected via UISDC. The chair of the Committee is one of the external members. The Director of Research is the committee's secretary. The aim of the Research Ethics Committee is to reflect and supplement the tasks of the national committees for research ethics in science and technology (NENT), and social sciences and the humanities, law and theology (NESH) within the fields of: - Research ethics, freedom and research competence - Consideration for individuals - Consideration for groups and institutions - The research community - Contract research - Dissemination of research	Not all information related to Research Ethics is available in English. UiS has recruited an ombudsman for students. The Research Ethics Committee has recommended the appointment of an ombudsman for research ethics.	All information related to Research Ethics will be available in English. UiS is considering extending the Research Ethics Committee's mandate to improve institutional practices and frameworks. The Research Ethics Committee recommends that when scientific publications are entered into Cristin (the Current Research Information SysTem in Norway), it be made compulsory for UiS researchers, where relevant, to tick statements confirming that they have complied with research ethics guidelines. The Research Ethics Committee would urge UiS to implement this. UiS will consider the appointment of a Research Ethics ombudsman

Norms regarding publication, authorship, plagiarism and copyright which improve the transparency and verifiability of research results: - Act of 12 May 1961 relating to copyright in literary, scientific and artistic works - Vancouver Convention (guidelines on the publication of scientific articles). - (The Public Administration Act - Freedom of Information Act) Norms that require the institution to store research material/research-based information: Research Council of Norway's general terms and conditions, section 5.3 regarding the format and storage of reports Research projects must be approved in accordance with acts including The Health Research Act (REC) and The Personal Data Act (NSD) The Letter of Allocation from the Ministry of Education and Research to the institution is also frequently referenced; this document requires the institution to comply with ethical guidelines.	The Research Ethics Committee must keep itself up to date regarding the work and current tasks of the national committees, and issue statements on specific cases relating to research ethics submitted by IRIS and UiS organisations and staff. It must keep itself informed of research ethics issues at the university and in the wider social arena. The committee reports annually to the board of UiS on its work. The Research Ethics Committee at UiS has been set up as a body to which any cases may be submitted. It is intended to process individual cases relating to suspected breaches of good scientific practice. See institutional procedures Ethics have been on the agenda of the Leadership Forum. An annual seminar is organised by the Research and Innovation Department and this has been fully subscribed.		

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act, sections 1-1 Purpose, 1-3 the Institution's activities and 1-5 Academic freedom and responsibility. Describes the institution's social mission to disseminate the results of research and contribute to innovation and value creation, as well as the individual researchers' rights and obligations with respect to research activities. The Patents Act Regulates intellectual property rights. The Copyright Act regulates copyright (text, audio, images), including citation. The Act respecting the Right to Employees' Inventions Research projects must be approved in accordance with acts including The Health and Research Act (REC) and The Personal Data Act (NSD).	Social relevance - in the sense that the work is not duplicated - is ensured at the time of funding allocation. Checks to identify and prevent duplication and plagiarism are performed through peer reviews. Any suspicion of cheating or plagiarism is handled according to rules regarding complaints. Responsibilities regarding the delegation of work tasks are described in the ethical guidelines. UiS Employee's Handbook is available to all employees.	Research can be somewhat duplicated in attempting to validate new methods and theories. Hence, the first statement is acceptable within a broader sense.	

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
Research projects must be approved in accordance with acts including The Health and Research Act (REC) and The Personal Data Act (NSD), cf. section 2. The Universities and University Colleges Act	Action plans and strategic plans at all levels within the institution are available. Research projects shall be conducted in compliance with UiS practice and regulations at the appropriate level in the institution. Online compendia are used to compile all applicable procedures and guidelines. Project applications shall be approved at departmental management level with regard to academic prioritisation, claims for financial and administrative resources, input, recruitment, etc. Separate reporting procedures apply to externally-funded projects. Three full-time staff in the R&I Division provide support and guidance as required on the development of proposals and project execution, in addition to Research Advisers working at Faculty level.	A revision of the University's strategy is in progress and all documents related to the process are available to all employees via the Intranet. Knowledge of project management and related procedures could be enhanced. Continue to develop project management expertise and expertise in writing applications. A number of courses on writing applications (Norwegian Research Council, Horizon 2020) are held each year.	Better integrate project management into PhD studies by arranging a yearly seminar for example. Internal regulations and practice regarding project management at UiS shall be part of the introductory programme for newly-appointed researchers.

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
Researchers' terms and conditions of employment are regulated by: The Universities and University Colleges Act, The Public Administration Act https://lovdata.no/dokument/NL/lov/1983-03-04-3?q=tjenestemannslovenThe Working Environment Act The Act respecting the Right to Employees' Inventions The Copyright Act The Patents Act Cf. points 8, 24 and 31	The obligations lie with individual researchers, and the task of UiS will be to make essential information available and to clearly inform researchers that they are obliged to familiarise themselves with it. The standard contract of employment refers to relevant regulations on employment terms and conditions. It clarifies rights and obligations in accordance with the IPR policy of UiS. The IPR policy also regulates procedures to be followed by employees regarding technology transfer, including information about Validé (UiS's Technology Transfer Office).	UiS should improve the information flow with respect to duties and obligations connected to participation in externally-funded projects.	Start-up meetings for externally-funded projects coordinated by UiS will be generalised to all departments across the organisation.

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money.
Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The handling and storage of research data is regulated by acts including: The Personal Data Act The Biotechnology Act The Health and Research Act National regulations from the Ministry of Education & Research (Letter of Allocation) The Universities and University Colleges Act, The Civil Service Act Regulations on financial management in central government (12 March 2003) The Research Council of Norway and the EU specify requirements in their contracts regarding the storage of data.	Cf. sections 4 &5, annual reporting by staff. Rules for financial management at UiS. See the Project Leader's Manual. Comprehensible and frequent financial reports are available for leaders and faculties via AGRESSO, facilitating more efficient project steering and decision-support for the leadership. UiS hosts an annual course in budgeting and financial reporting in connection with EU projects. This course is dedicated to both scientific and support staff and is led by external professionals in the field. UiS' employees also have access to courses on this topic organised by the Research Council of Norway and the EC.	Due to the organisational structure and the disparate volume of projects across UiS, the exchange of best practice in terms of EU-funded project management is not fully optimised within the organisation.	Launch a series of internal seminars to improve knowledge transfer and best practice in terms of project management of externally-funded projects. The target group will be support staff at all levels of the organisation.

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Working Environment Act Cf. Chapter 3 *Working environment measures* (regarding safety, occupational health services, HSE obligations, etc.) Cf. Chapter 4 *Requirements regarding the working environment* Paragraphs 2-3, 3-1 and 4-2 regarding participation (employee engagement) Cf. section 6 (regarding regulations on handling research data).	Immediate supervisors are given HSE responsibility under Norwegian law.	There is a need to improve the understanding of roles and to improve skills in handling this responsibility at UiS. (Cf. sections 6 and 23).	All HSE-related material will be available in English and should ideally be adapted to the target group, i.e. with a fair distinction between laboratory users, senior researchers, administrative and managerial staff, etc.

8. Dissemination, exploitation of results

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. (See also section 3.)

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 1-3 Social mission, to disseminate the results of research and contribute to innovation and value creation. Section 1-5 point 6, prohibition against keeping the results of research permanently secret. The Act respecting the Right to Employees' Inventions Regulates the employee's duty to report inventions. The Copyright Act regulates copyright (text, audio, images), including citation. The Patents Act Cf. section 3, Professional liability	Employment contracts, UiS IPR policy and other applicable terms and regulations imposed by financing bodies. The employment contract refers to the IPR Policy that in turn details the procedures for employees regarding the reporting of research results with commercial potential to the UiS TTO (Validé). In the recently-adopted revised system for establishing work plans for researchers, to be used by managers across the university, commercialisation work is treated equally to research and teaching work. UiS aspires to apply open access principles to all publicly-funded projects unless otherwise specified. The University Library actively serves as an advisory authority to researchers regarding Open Access publications.	Work regarding patents and inventions is time-consuming and does not provide any incentives in the form of results-based funding. NIFU (Norwegian Institute for Studies in Innovation, Research and Education) has recently submitted a report to the ministries of Education & Research and Trade, Industry & Fisheries (18/15) stating that indicators are not sufficient to be used in the allocation model for results-based funding (see proposal for development agreement with the Ministry of Education & Research). This may lead managers/researchers to prioritise other tasks (that will offer incentives). The Ministry of Education & Research has recently initiated a national hearing on Open Access.	UiS will encourage further Open Access publications by increasing financial support.

9. Public engagement

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
Cf. section 3, Professional liability and section 8 Dissemination Letter of Allocation from the Ministry of Education & Research	UiS is widely involved in the community through its research and development work and its general dissemination. UiS participates in National Science Week and contributes to the website forskning.no among others. A digital knowledge archive has been set up at UiS and the R&D committee has adopted a specific policy regarding scientific publications on this archive: "All peer-reviewed journal articles written by staff at UiS must be made available on the UiS knowledge archive as soon as possible after publication, provided that the publisher permits the scientific work to be kept in such an archive." Published scientific articles uploaded to Cristin are awarded full publication points payment. UiS has also introduced a dissemination component that awards payment in monetary form. "Dissemination Award".	Information in English about research at UiS is inadequate.	Update our information in English about research at UiS

10. Non-discrimination

See also part II

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
Protection against discrimination in employment is ensured through four different laws: 1. The Gender Equality Act prohibits discrimination on the basis of gender, pregnancy and parental leave. 2. The Disability and Discrimination Act prohibits discrimination on the basis of ethnicity, national origin, descent, skin colour, language, religion or belief. 3. The Anti-Discrimination and Accessibility Act prohibits discrimination on the basis of physical disability. The act also stipulates requirements regarding individual facilitation in the workplace. 4. The Working Environment Act prohibits discrimination on the basis of political views, membership of a trade union, or age. All of the acts share the following stipulations: - They prohibit direct and indirect discrimination and harassment. Retaliation for notifying of harassment, and for instructing or contributing to harassment, is also prohibited. - The prohibition on harassment applies to all aspects of an employment relationship: advertisement of the position, hiring, relocation, promotion, training and other skills development, pay and working conditions, termination and summary dismissal. Letter of Allocation from the Ministry of Education & Research	UiS's strategy and personnel policy states that everyone at UiS must show tolerance, irrespective of gender, age, belief and culture. Main focus on equality. Inclusive workplace – work adapted to working capacity and stage of life. Practical facilitation for disabled people. UiS conducts a survey on working conditions every two years and undertakes the necessary actions identified from the survey's results. UiS requires researchers with teaching duties to be competent in a Scandinavian language within two years of employment.	Increased international recruitment means that a more in-depth recruitment process is required. The hosting arrangements for and integration of foreign employees need to be improved. Bachelor's and master's degree programmes are mainly taught in Norwegian, which means that UiS has limited opportunities for recruiting academics who only speak English. UiS should consider whether fluent Norwegian language skills are always necessary for academic appointments, if a candidate can start working in English while learning Norwegian.	Measures include improving English proficiency amongst current staff and offering Norwegian language courses to full-time international staff members.

The Directorate of Integration and Diversity (IMDi) has prepared a handbook on working life: 'Equality and diversity. Tips and check lists for the workplace.' The equality and anti-discrimination ombudsman has prepared a handbook for the university, university college and research institute sectors.			

11. Evaluation/appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Basic Collective Agreement Salary guidelines	Employees can apply for salary increases through the negotiation system, based on UiS's pay policy. Negotiations on employment relationship/management decisions take place between the parties. All employees in teaching and research positions have performance appraisal interviews once a year.		

II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Chapter 6. The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Civil Service Act regulates matters such as appointment in public categories. The Anti-Discrimination Act The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration. The State Personnel Handbook	Personnel regulations including provisions for advertising a vacancy, processing applications and making an appointment. The minimum requirements and criteria by which applicants are ranked must be stated in the text of the advertisement and the description of the position.	See section 13	See section 13

13. Recruitment (Code)

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
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Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Chapter 6 regulates advertisement and appointments of teaching and research posts. The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Civil Service Act regulates matters such as appointment in public categories. The Act relating to public access to documents within the field of public administration, Chapter 5, regulates the applicant's right to insight into the appointment process The Freedom of Information Act regulates the general public's right to access the list of applicants. The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration.	Personnel regulations including provisions for advertising a vacancy, processing applications and making an appointment. As a general rule, vacant positions must be advertised publicly on the university's website and other relevant portals in Norway. Recruitment positions and permanent scientific positions must normally also be advertised internationally via portals such as EURAXESS. The position within the organisation, tasks, required qualifications and terms and conditions of employment are specified in the advertisement. There must also always be a contact person available who can provide supplementary information. The deadline for applications must be a minimum of two weeks from the date of the advertisement, and normal practice is for this to be a minimum of three to four weeks. Opportunities for career development are not part of the advertisement, but these may be discussed with relevant candidates during the interview.	The recruitment process for scientific positions is time-consuming. International recruitment has not been sufficiently prioritised in some academic domains. Academic fields are often 'narrow', and national experience and knowledge are required for an appointment. Terms and conditions of employment, including career development opportunities, can be clarified in advertisements. The working language is Norwegian.	Professionalise and improve the efficiency of recruitment processes, and improve international recruitment procedures. Specify that all recruitment positions and permanent scientific positions must be advertised internationally, and state that all advertisements must be available in both Norwegian and English. Review advertisement templates with the aim of marketing better expectations and opportunities with regard to appointments.

14. Selection (Code)

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act, Chapter 6. The academic qualifications of all candidates shall be assessed by an expert committee. Both genders shall be represented on the expert committee. It is stated that, in addition to interviews, the appointing body may conduct trial lectures or other tests. The Regulations concerning appointment and promotion to teaching and research posts These Regulations detail the scientific expertise required of the experts, and the composition of expert committees. For the appointment of a professor/associate professor, the committee shall, wherever possible, include a member from another country and for the pertinent subject areas.	Personnel regulations including provisions for advertising a vacancy, processing applications and making an appointment. For appointments to mainstream teaching and research positions, the applicants' academic skills shall be assessed by an expert committee constituted in accordance with the provisions of the regulations. The position's immediate superior is responsible for conducting the interview and trial lecture. Applicants for recruitment positions are normally assessed by an internal committee with scientific expertise in the applicants' subject areas. Both genders should normally be represented on the committee. Interviews and reference checks are conducted prior to appointment. Applicants for positions that include teaching must also complete a trial lecture. The employee representative on the appointments committee participates in the interview. In some subject areas, representatives from the private sector are appointed to the expert committee.	In a number of subject areas there are few women with scientific expertise at professor level. It is therefore difficult to satisfy the requirement that both genders should be represented on the expert committee when evaluating applicants for professorships. The foremost experts in the various subject areas are often under considerable pressure at work and are therefore difficult to recruit to expert committees. The appointment of an expert from another country is challenging in subject areas where announcements are only made in Norwegian. The importance of a wide range of assessment methods can be made more explicit in the university's recruitment procedures. As new managers and new members of the evaluation committee are appointed on a regular basis, it is challenging to ensure that they receive adequate training. Efforts have been made to safeguard this in the electronic manager's handbook, with a detailed description of the processes and assessment methods applied.	Strive to appoint members of both sexes to expert committees. Professionalise the recruitment procedures and prepare several assessment templates to ensure that all candidates are assessed in accordance with established skill requirements. Require a member from another country to be appointed to expert committees considering applications for professorships (cf. also 'measures' under section 13 above stipulating that all vacancies for permanent scientific positions shall be announced in English). Offer annual courses in recruitment methodology for employees undertaking assessment of candidates.

15. Transparency (Code)

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Public Administration Act: this gives the applicant the right of access to the expanded applicant list, order of nomination and applications from nominated candidates, but not competence assessments, cf. Chapter 5 of the regulations. Decisions on employment matters are exempt from the rules on provision of grounds in the Public Administration Act, sections 24–25; cf. section 3 of the Act.	The selection criteria must always appear in the advertisement text published on the university website; these form the basis for ranking prospective candidates and appointment to the position. When advertising vacancies, the person to contact about the recruitment process must always be specified. When advertising mainstream teaching and research positions, it must be stated in the advertisement text that applicants' scientific qualifications will be assessed by an expert committee on the basis of the material submitted. Furthermore, it must be stated that prospective candidates will be invited for interviews and trial lectures prior to appointment. All applicants will receive confirmation of the receipt of their application and information about the proposed decision date. Prospective candidates will be informed of the status of the process in relation to interviewing, etc. When the appointment process is concluded, all applicants will be informed of who has been appointed. For appointment to mainstream teaching and research positions, all applicants will receive the expert committee's assessment and be given an opportunity to comment on this.	Information for applicants is an area for improvement. An orderly recruitment process with good and frequent information provided to the applicants is important both for the applicants and the university's reputation. Applicants for recruitment positions (research fellows and post-doctoral research fellows) should receive feedback on the scientific qualifications for the post similar to that received by applicants for mainstream teaching and research positions. Terms and conditions of employment, including career development opportunities, can be clarified in advertisements.	Give applicants for recruitment positions an insight into the assessment of scientific qualifications. In addition to advertising vacancies, establish a career page on the university's external web pages that markets the university as a workplace. Review advertisement templates with a view to better highlighting working conditions (beyond salary) and career opportunities.

	Feedback will not be provided on strengths and weaknesses beyond this. The number of vacant positions is stated on the university's website. Opportunities for career development are not part of the advertisement, but these may be discussed with relevant candidates during the interview.		

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 6-3, appointment to teaching and research positions based on the job description (including qualification requirements) stated in the announcement text and the position description (advertisement).	An overall assessment of the applicant's skills for the position based on the requirements set out in the advertisement will always be undertaken. This must include an evaluation of education, experience and personal suitability.	Unsatisfactory deployment of the guidelines adopted for evaluating applicants.	Professionalise recruitment processes with emphasis on the use of various methods for assessing the applicant's overall qualifications.
The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants.	Qualifications in creativity, innovation and the commercialisation of research will be emphasised for appointments to scientific positions at the University of Stavanger, cf. decision by the Board of Directors.		Clarify expectations for expert committees.
The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident	Guidelines for expert assessment of applicants for professorships. This expands on qualification requirements and expectations for the committee's evaluation. The committee shall emphasise both the depth and breadth of scientific qualifications.		
The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration. The State Personnel Handbook	The Guidelines for the assessment of teaching expertise will help to ensure a high quality assessment of the applicant's educational and didactic skills related to higher education.		
	Guidelines for the assessment of applicants for research fellowships. Applicants shall be assessed based on the requirements for admission to the post-doctoral fellowship programme, academic qualifications, project quality and personal suitability.		

17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

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18. Recognition of mobility experience (Code)

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

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 6-3, appointment to teaching and research positions based on the job description (including qualification requirements) stated in the announcement text and position description (advertisement). The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident post-doctoral research fellows can only be appointed for one period at the same institution. The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration. The State Personnel Handbook	An overall assessment of the applicant's skills for the position based on the requirements set out in the advertisement shall always be undertaken, cf. section 16.	Internationalisation is a priority at the University of Stavanger. Mobility experience is not sufficiently emphasised in appointments to teaching and research positions.	Stipulate that mobility experience, domestic and international, should be emphasised in appointments to teaching and research positions.

19. Recognition of qualifications (Code)

See also sections 16 and 17.

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 6-3, appointment to teaching and research positions based on the job description (including qualification requirements) stated in the announcement text and position description (advertisement). The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident post-doctoral research fellows can only be appointed for one period at the same institution. The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration. The State Personnel Handbook NOKUT (Norwegian Agency for Quality Assurance in Education) approves foreign qualifications and provides information on arrangements for approval and foreign authorisation.	An overall assessment of the applicant's skills for the position based on the requirements set out in the advertisement shall always be undertaken, cf. section 16.	Insufficient knowledge about the recognition of foreign qualifications and experience among managers and HR employees. The assessment of foreign qualifications and experience is time-consuming and often leads to delays in the recruitment process. This is particularly true in cases where the documentation is not available in English or a Scandinavian language.	Create a joint function with particular expertise in the recognition of foreign qualifications. Require that the documentation for foreign qualifications and experience is available in English or a Scandinavian language.

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Acthttp://www.lovdata.no/all/nl-20050401-015.html *Section 6-3* , appointment to teaching and research positions based on the job description (including qualification requirements) stated in the announcement text and position description (advertisement). The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident The principle, although not specified by law, that the person appointed must be the best qualified (the qualification principle), is clear within public administration. The State Personnel Handbook	The selection criteria must always appear in the advertisement text published on the university website. These form the basis for the university's ranking of candidates and appointment to the position. The criteria stipulated shall be in accordance with the responsibilities and tasks intended for the holder of the position; see the university's Employment Structure for Teaching and Research. An overall assessment of the applicant's skills for the position based on the requirements set out in the advertisement will always be undertaken. This must include an evaluation of education, experience and personal suitability.		

21. Postdoctoral appointments (Code)

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 long-term career prospects.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident The regulations mean that an applicant can only be appointed as a post-doctoral research fellow for one period at the same institution.	Post-doctoral research fellows are normally appointed for a period of two to three years. For appointments lasting more than two years, compulsory duties are often assigned in addition to the research tasks.	Unsatisfactory application of the regulatory requirements for project plans and the monitoring of post-doctoral research fellows.	Emphasise the aim of the position and the importance of good introductions and monitoring to managers and HR employees. Remind them that post-doctoral research fellows must not be assigned compulsory duties beyond those stipulated in the project plan.

III. Conditions of employment and social security

22. Recognition of the profession			
All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).			
Relevant legislation	**UiS' regulations and practice**	**Comments/Challenges**	**Actions/measures**
The Universities and University Colleges Act Section 6-3, appointment to teaching and research positions based on the job description (including qualification requirements) stated in the announcement text and position description (advertisement) The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applicants. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident	Scientists and candidates for such posts are recognised by the University of Stavanger, regardless of their skill level. Candidates with a five-year Master's can be offered a recruitment position as a research fellow with the aim of completing research training. Many research fellows continue in their post-doctoral positions before they are appointed to ordinary teaching and research posts, if applicable. Doctoral students who are employed as research fellows and post-doctoral fellows have the same rights and status as other employees.	There is a difference in status between doctoral students who are appointed to a research fellowship at the University of Stavanger and those who do not have employment at the University. PhD students who are not employees at UiS may not have an office on campus and can sometimes have less opportunity to become fully integrated into the academic community.	The UiS Supervisor Training is focusing on the supervisors' role in involving their students in the academic community. Each institute is encouraged to create arenas where all of their doctoral students can meet, between themselves and with their supervisors.

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Working Environment Act	The University of Stavanger has a good infrastructure for research and a systematic approach to health, safety and the environment (HSE). In the area of HSE, national law imposes a comprehensive monitoring responsibility on the employer. All managers are responsible for HSE work at their unit, with assistance from consultants in the HR department. The development of research groups and an effective infrastructure for these must be prioritised. Research activities are mainly project-funded in Norway.	Externally-funded research projects do not always cover the costs of the resources required.	Employee review: conducted every other year. Line managers are responsible for following up the results of the review. Ensure that the overheads on external projects cover the real costs of necessary resources. Clarify expectations and economic conditions before the appointment of researchers.

24. Working conditions

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Working Environment Act The Civil Service Act /in English The Basic Agreement for the Civil Service Basic Collective Agreement for the Civil Service	In general, Norway enjoys good and flexible working conditions with adaptations for the disabled and flexible working hours adapted to the life situation of the employee. UiS has undertaken to adapt working conditions in order to help employees who are on sick leave return to work (inclusive workplace [IA] company). Employees are entitled to employee interviews and participation with regard to issues of pay and working conditions. UiS emphasises the universal design of the campus.	There is room for improvement in terms of financial support and practical advice in connection with sabbatical years and study abroad during the fellowship period. In some subject areas there are few women who qualify for promotion to professor.	Improve support for sabbatical years and residence abroad. Facilitate conditions for women who wish to qualify for promotion to professor – 'Women to the top'.

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act The Civil Service Act Section 3 Permanent appointments shall be made unless the task is of a temporary nature, the work is not yet definitively organised, the respective candidate is to deputise for another, or he/she holds a training or fixed-term position.	Temporary appointments shall be made only in cases where there is a legal basis for this. UiS has a clear objective to reduce the use of temporary employment in mainstream teaching and research positions.	The increasing use of temporary contracts at UiS particularly related to the increased external funding of research projects.	Implement additional measures to reduce the use of temporary appointments in mainstream teaching and research positions, including regular training for managers and HR employees regarding temporary employment.

26. Funding and salaries

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
National Insurance Act Basic Collective Agreement for the Civil Service The Working Environment Act Statens pensjonskasse (State pension) The Annual Holidays Act The Anti-Discrimination Act	Research fellows, post-doctoral research fellows and other scientific staff have regulated salaries and the same social benefits as public employees in Norway. The salaries paid to research fellows are good by international standards.		

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 6-2: The institutions shall actively promote equality in all job categories. Section 6-3: If one gender is clearly under-represented in the respective job category in the field concerned, persons of that gender shall be especially invited to apply. Both genders shall be represented on the selection committees. The Basic Agreement for the Civil Service § 21 The Gender Equality Act	UiS has received funding from The Research Council of Norway (NFR) for the project 'Women to the top', With the project "Women to the top - UiS in movement and balance" (Til Topps) UiS has set targets for an increase in the proportion of women in scientific and managerial positions. The various units have set goals for improving gender balance in their staffing plans. Developments at university level are good in relation to the targets. Both genders are normally represented in the expert committees. An exception is made when it has not been possible to find a woman for the committee with sufficient scientific expertise. Actions taken to find a woman committee member shall be documented. In the adjustment agreement to section 21 of the Basic Agreement, UiS has stipulated that there should be an Equality Representative for employment matters in all units. They will have insight into all employment matters and may report to the appointment agency before decisions are made.	It is a challenge to recruit women to scientific positions within scientific and technological research. Both genders are not represented in every appointment agency.	Follow up on the project *'Til Topps'* which aims to increase the proportion of female professors, particularly in the scientific and technological research disciplines. Stipulate that both genders should be represented on the selection committee and appointment body.

28. Career development

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Regulations concerning appointment and promotion to teaching and research posts specify criteria regarding appointment for various categories of positions, and rules on assessing applications for promotion. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident	Skills development has been designated a priority in the university's personnel policy action plan. All staff will be encouraged and given opportunities to develop their skills throughout their entire careers. All employees will have a development review with their manager once a year. All research fellows and post-doctoral research fellow have supervisors. Employees are made aware of skills development programmes in the university's online employee handbook.	Career development efforts are not systematic. Some department managers have too many employees to be able to maintain good monitoring of the individual, including the implementation of an annual development review. The role of supervisor for post-doctoral research fellows is not sufficiently clarified.	Implement UHR's (the Norwegian Association of Higher Education Institutions) suggestions for an enhanced career policy for scientific staff in the sector. Provide better information about possible scholarships. Consideration will be given to hiring managers with personnel responsibility below institute manager level, in connection with the ongoing OU issue. Consider measures to strengthen the role of post-doctoral research fellow.

29. Value of mobility

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
	The intensification of internationalisation efforts has been determined as a strategic focus going forward to 2020. It is expected that all research fellows will spend a period abroad in a recognised and relevant research environment. Salaries or scholarships can be transferred abroad.	The transfer of social security benefits must be resolved on a national and international level. UiS does not currently have sufficient administrative capacity and expertise to assist in mobility work. The emphasis placed on international experience and networking in appointments must be made clearer in the wording of the announcement. Not all candidates have had a long stay abroad in a recognised and relevant research environment during their period of employment.	Strengthen administrative support for international mobility. Clarify to supervisors that study abroad must be included in a research fellow's progress plan. Review announcement templates with the aim of better emphasising the value of overseas experience and international networking when making appointments to scientific positions.

30. Access to career advice

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
	cf. section 28. Skills development has been designated a priority in the university's personnel policy action plan. All staff will be encouraged and given opportunities to develop their skills throughout their entire careers. All employees will have a development review with their manager once a year.	Some institute managers have too many employees to be able to maintain good monitoring of the individual, including the implementation of an annual development review. UiS does not currently have sufficient administrative capacity and expertise to assist in career guidance. There is insufficient focus on career opportunities in the doctorate programme.	Consideration will be given to hiring managers with personnel responsibility below institute manager level, in connection with the ongoing OU issue. Strengthen administrative support for career guidance. Include information about career opportunities in the doctorate programme.

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Act respecting the Right to Employees' Inventions The Copyright Act regulates copyright (text, audio, images), including citation. The Patents Act See sections 3, 5 and 8.	In 2016 the university adopted a revised intellectual property rights policy. In addition, the university has a policy document on open access. University employment contracts and fixed-term contracts contain copyright clarifications. The university has drawn up its own contract templates for commissioned research that safeguard rights considerations. The university has established procedures and rules for the notification of inventions, including the allocation of any revenue from inventions. Information about the rights policy and relevant templates is available to all employees in the electronic manual.	Implementation of the adopted rights policy, including tools related to this.	Training in the rights policy.

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Copyright Act The Vancouver Protocol on authorship http://www.icmje.org/	Employees are recognised as independent authors and co-authors in accordance with international practice in the subject area, including The Vancouver Declaration on co-authorship (http://www.icmje.org) Students'/doctoral students' contributions are recognised with regard to patent rights.	Make the rules for co-authorship known across the organisation.	Training for managers and supervisors.

33. Teaching

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act Section 6-3 (3) regarding requirements for teaching qualifications in scientific positions. The Regulations concerning appointment and promotion to teaching and research posts Documented relevant practical pedagogical qualifications are established as a criterion for appointment to teaching and research positions. The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident (25% compulsory duties for research fellows, opportunity for compulsory duties for post-doctoral research fellows for appointments of more than two years.)	At UiS, appointments are normally granted to combined positions that include teaching/supervision, research, dissemination and administration. The distribution of tasks is stipulated in the individual's work plan in accordance with the university's *Guidelines for work planning*. A research fellow is normally employed for a period of three years without compulsory duties in the form of teaching, or four years with 25% compulsory duties. A post-doctoral research fellow is normally employed for a two-year period without compulsory duties. UiS has established its Guidelines for assessing teaching skills when hiring for positions that include teaching. Courses are offered in university education for new recruits who are unable to document relevant practical pedagogical skills. All new employees required to teach must take part in NyTi in their first year, which is a guidance and integration programme for educators at the University of Stavanger. The research fellow's supervisor must have experience as a supervisor or have completed supervisor training.	Implementation of Guidelines for work planning. Employees in teaching positions shall, inter alia, not be allocated research time. Research fellows and post-doctoral research fellows are often required to undertake more compulsory duties in the form of teaching than was originally agreed when they took up their post. The responsibility of a supervisor for research fellows and post-doctoral research fellows is not adequately highlighted.	The importance of good work planning in accordance with the university's guidelines must be emphasised in management meetings at all levels. Strengthen the role of supervisor for research fellows and post-doctoral research fellows. Ensure that research fellows and post-doctoral research fellows are not obliged to carry out more teaching than is provided for in the employment contract.

34. Complaints/appeals

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Working Environment Act Sections 2-3 and 2-4 on notification of unacceptable behaviour.	Conflicts shall be handled within the line structure, which means the immediate superior is responsible for following up such cases. The head safety delegate and/or the employee representative shall be involved to the extent necessary. The university has prepared various guidelines for safeguarding a good working environment and promoting fair and equitable treatment, including Guidelines for conflict management. The university notification procedures and Guidelines for conflict management are available to employees on the university website.	Many managers have so many employees that it is difficult to follow up on an individual; this may result in late participation in a complaint case.	Consideration will be given to hiring managers with personnel responsibility below institute manager level, in connection with the ongoing OU issue.

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act The Civil Service Act The Working Environment Act The Basic Agreement for the Civil Service Basic Agreement applicable to the UiS	Scientific staff (permanent and temporary) elect their representatives on boards at all levels. The trade unions safeguard the interests of their members regarding wages and working conditions in accordance with national policies and the university's adaptation agreement thereto. Through the basic agreement, procedures have been established for information, discussion and negotiation meetings between the unions and the employer.		

IV. Researcher training and career development

36. Relation with supervisors

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Act relating to Universities and University Colleges. *The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident* set out the conditions for appointments, provisions and progress in researcher training and the required duties for research fellows. NOKUT's regulations of 25 January 2006 provide standards and criteria for the accreditation of doctoral degree programmes, including requirements as to the size, activity and quality of the academic community. Guidelines for the Evaluation of Candidates for Norwegian Doctoral Degrees recommended by the Norwegian Association of Higher Education Institutions 23 March 2007	Regulations for the Doctor of Philosophy Degree (PhD) at the University of Stavanger state that, as a rule, doctoral candidates must have at least two supervisors who are active researchers in the field. Supervisors should regularly follow up on the candidate's professional development, assess his/her work in relation to the agreed project description, and schedule as well as guide the candidate into relevant academic environments. The candidate and supervisor have equal responsibility for preparing an annual progress report. At mid-term evaluation, the research fellow will present their work and be assessed in relation to the professional status and progress of their doctorate work. This evaluation will generate feedback for the candidate, the main supervisor and the employer. PhD candidates who are employed as research fellows at the University of Stavanger also have the right to an annual development review with the head of the institution/centre. Guide for PhD education at UiS describes the supervisor's responsibilities and obligations in detail. It also states that at least one of the supervisors should have previous experience of, or be trained in, supervising PhD candidates.	Adherence to the requirements of the regulations for doctorates for the supervision and monitoring of candidates. The faculties and institutions operate different practices with regard to monitoring and the expectations of candidates. The supervisor's role and expectations need to be clarified. Throughput: a percentage of research fellows and post-doctoral research fellows fail to complete their projects within the stipulated timeframe. Active personnel management: the division of roles and responsibilities between the main supervisor and the head of the institution/centre is unclear. Implementation of annual development reviews for all staff in recruitment positions.	Offer leadership training and verify compliance with the regulations; ensure that the various units within the university operate uniform practices regarding monitoring and the expectations of candidates. Stipulate clear expectations for the supervisor role and ensure that all those given supervisory responsibility complete the necessary training. Structure the supervision of PhD candidates and ensure that all supervisors are well aware of the responsibilities and tasks inherent in the role. Facilitate conditions for institution and centre managers so that they can exercise active personnel management for all employees, including research fellows. Ensure the quality of developmental reviews as a tool for employee advancement.

	The ethical guidelines for supervisors at UiS state that the university should provide high-quality guidance, and contain provisions that contribute to this.		

37. Supervision and managerial duties

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
See section 36.	See section 36.	Imbalance in power between the fellow and the tutor. The supervisor is often both manager and supervisor for other research fellows associated with the project, which can lead to a conflict of roles. Focus on quality supervision with the aim on improving the throughput rate and results in research education. Increased attention paid to the role of supervisors and consideration of their requirements in terms of competence/qualifications.	Revise ethical guidelines for supervisors and implement supervisor training. Ensure that all PhD programmes have a professional manager with a high level of scientific expertise in the field. He or she will have quality assurance responsibilities for both supervisors and research fellows, as well as ensuring they are furnished with all necessary information.

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Working Environment Act and The Basic Agreement for the Civil Service regulate rights and obligations relating to competence development Inclusive Workplace (IW) agreement – adaptation in the workplace	Researchers' competence is followed up in annual developmental reviews. Academic staff can apply for funding to attend conferences, purchase literature, etc. Post-doctoral fellows and PhD research fellows can apply for funding for stays abroad. Local adaptation is possible in connection with the planning of teaching (performance appraisal interview), cf. section 1, or employee release linked with major externally-funded projects / project management. Employees can apply for exchange grants through, for example, Erasmus + as a competence-raising measure.	Heavy workloads may limit the time available for skills development. Work/family balance can be a challenge.	Active personnel management: measures for skills development (career plan) determined in development reviews and signed by both parties. One measure may be consecutive time allocated for research, or reduced teaching duties for a limited period.

39. Access to research training and continuous development

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, take-up and effectiveness in improving competencies, skills and employability.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act The Regulations concerning appointment and promotion to teaching and research posts The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident Rights and obligations relating to competence development for university staff are regulated by the Working Environment Act, the Basic Agreement for the Civil Service, the State personnel handbook and the Inclusive Workplace (IW) agreement	See Principle 38. Skills development/management development is a major priority of the personnel policy at the University of Stavanger. All staff will be encouraged and given opportunities to develop their skills throughout their entire careers. Some measures adopted: leadership training/guidance, induction programme for new employees carrying out teaching (NyTi), ICT training and language training. UiS has received funding from The Research Council of Norway (NFR) for the project 'Women to the top', which aims to increase the number of women qualifying for promotion to professor.	See section 28.	See section 28.

40. Supervision

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.

Relevant legislation	UiS' regulations and practice	Comments/Challenges	Actions/measures
The Universities and University Colleges Act The Regulations concerning terms and conditions of employment for the posts of post-doctoral research fellow, research fellow, research assistant and resident National qualifications framework for higher education. UHR's PhD guidance regulations.	See Principle 36 regarding admission to organised researcher education with appointed supervisors, progress reporting, etc.	See Principles 36 and 37. Supervisor's capacity and qualifications can be a limiting factor.	See Principles 36 and 37.