

Action Plan 2014-2018 for the implementation of the Charter & Code (HRS4R)

Adopted by the Steering Committee in the autumn 2014, later updated in 2016.

(This version was prepared in conjunction with the Internal Review in the autumn 2018)

Proposed ACTIONS Timing Responsible Unit	C&C principle	Indicator(s) / Target(s)
International Action Plan 2014-2017 https://www.ntnu.edu/international-action-plan - Stimulate international mobility for NTNU's academic staff (career development through participation in the global knowledge society) - Stimulate international mobility to NTNU (recruitment of outstanding researchers)		
1. Adopt common policy for sabbatical stays abroad. Timing: 2016 Unit: HR Director	29	a) Harmonize frequency: right to apply for sabbatical after 4 years b) Increase internationalization support grants to level of Research Council of Norway c) Long term ambition: allow up to 10 % of permanent academic staff (professors and associate professors) to take sabbatical abroad at any point in time Offer central advisory services to outgoing researchers
2. Develop international mobility plans for PhDs and Postdocs Time: Ongoing Unit: PhD Programme Boards, Departments	29	A plan for international mobility of PhD candidates should be developed in connection with their admission to the doctoral programme and for Postdocs upon commencement of position. a) 40 % of PhD candidates should have a research stay outside Norway during their PhD period. b) 30 % of Postdocs who do not have international experience should complete a research stay in an academic environment of high quality outside Norway.
3. Outstanding Academic Fellows Programme ("Stjerneprogrammet") Time: 2014-2021 Unit: Pro-Rector for Research	28	The 4-year NTNU Outstanding Academic Fellows Programme targets young research talents at NTNU who have the potential to qualify for an internationally leading research career. The programme includes: <ul style="list-style-type: none"> - Opportunity to concentrate on research - International mentoring - Long-term qualifications plans - Research management support - Network activities - Research support of 200 000 NOK per year
4. Launch new schemes for international recruitment: a) International Chairs b) Onsager Fellowships (tenure track) Time: 2015 Unit: Pro-Rector for Research	28	a) Establish scheme for International Chairs (4 year NTNU co-funding of positions). b) Launch pilot scheme for NTNU Onsager Fellowship tenure track positions. The programme will recruit young, internationally recognized researchers, and includes mentoring and support of research activities (100 000 NOK annually for 4 years as well as a PhD position). Candidates are expected to publish extensively and be successful in seeking external funding. They are encouraged to apply for ERC grants. They must also fulfil formal pedagogical qualifications to obtain tenure at the end of the 6-7 year contract.

		<i>The programme is part of the NTNU Research Excellence strategy to stimulate research in the top international league.</i>
5. NTNUs reception and practical support of international researchers should be evaluated. Time: 2015 Unit: HR Director	24	<i>The central services and local support at Departments and Faculties for incoming researchers should be evaluated in 2015. NTNU has since 2006 developed a central support structure for incoming researchers. NTNU International Researcher Support (NIRS) became a Euraxess Service Centre in 2010. NIRS initially established webpages, courses and social events for researchers. A dual career service for partners was developed (2013), as well as a housing service for international staff and guest researchers. The centre is currently expanding to provide more front line direct support starting with outgoing mobility (2018), and in the longer run also to incoming researchers (International Action Plan 2018-21). NTNU offers Norwegian courses for permanent academic staff who must master Norwegian within three years of appointment. Courses are open to other international staff depending on capacity.</i>
Implementation of Action Plan for a better gender balance 2014-2017		
- Stimulate recruitment and career development of female academic staff		
6. Start-packages for new female professors in science and technology Time: annual Unit: Director for Organization	27	<i>Start packages for new female associate and full professors in technology and natural sciences at Departments/Research groups with less than 25 % females. General target of Gender Action Plan: increase percentage of female professors at NTNU.</i>
7. Mentoring programme for female PhDs, Postdocs and associate professors Time: annual Unit: Gender Equality Adviser	27	<i>The two annual mentor programmes for PhDs and for Postdocs/associate professors had the capacity of about 20 pairs of mentors and mentees each. In addition to the regular meetings between mentors and mentees, network meetings took place monthly. The mentors were trained (course) before they started.</i>
8. Skills development stipend for female associate professors Time: annual Unit: Director for Organization	27	<i>Female associate professors may apply for a skills development stipend for activities that will contribute to developing the necessary skills to qualify for professorship within a reasonable amount of time (for instance pay for reduced teaching or administrative duties, hire a research assistant or take academic trips).</i>
9. Gender equality Plans and activities to be included in NTNU leadership programme Time: ongoing Unit: HR Director	27	<i>All managers at NTNU should be aware of NTNUs gender equality plan and be encouraged to promote gender equality at their units.</i>
Work Environment – institutional monitoring and development processes		
10. Work Environment Survey 2014 Time: 2014-15 Unit: HR Director and all line managers	23	<i>a) All employees encouraged to participate in the survey November 2014. b) All units to carry out follow-up meetings in spring 2015.</i>

11. Work Environment on the Agenda 2016 Time: 2016 Unit: HR Director and all line managers	23	a) <i>All units to place the work environment on the agenda during the transition year 2016 following the merger with three university colleges.</i>
12. Work Environment Survey 2017 Time: 2017-18 Unit: HR Director and all line managers	23	a) <i>All employees encouraged to participate in the survey November 2017.</i> b) <i>All units to carry out follow-up meetings in spring 2018.</i>
Recruitment and Career Development		
13. Develop Recruitment Policy Time: November 2015 Unit: HR Director	13	<i>Develop recruitment policy with emphasis on qualifications requirements, speed of recruitment process and international recruitment.</i>
14. Develop operational plan for career development at NTNU Time: 2015 Unit: Pro-Rector for Research	38	a) <i>Operationalize recommendations from Norwegian University Association Working Group chaired by NTNU's Pro-rector for research on "Better career policy for academic staff in the university sector" (June 2015) following changes in national regulations on appointment and promotion, among others transferring promotion decisions to the institutions.</i> b) <i>After the merger in 2016, priority was given to develop clear career tracks for all academic positions: A Working group chaired by Pro-Rector for Research (report May 2017) recommended to actively use both career tracks leading to:</i> <i>- full professor</i> <i>- senior research lecturer "dosent"</i> <i>A third track for researchers should be considered.</i> <i>A working group chaired by Director for Organization (report May 2018) proposed criteria for the appointment and promotion of lecturers to research lecturers ("dosent-track").</i>
15. Postdoc Action Pilot Project ("Postdoktorløftet") Time: 2017-2019 Unit: Pro-Rector for Research	21 and 38	<i>The 2-year Postdoc Action Pilot Project programme is a strategic effort to improve career prospects for Postdocs. Participants in the pilot programme are given extra career support over a two year period:</i> <i>- Appraisal interviews (career planning/internationalization)</i> <i>- Mentor programme</i> <i>- Networking and competence development activities</i>
16. Management development programme for research group leaders Time: Pilot 2017-18 Unit: HR Director	38	<i>Pilot programme 2017-18:</i> <i>- 4 two-day sessions</i> <i>- Theory and training</i> <i>- Peer learning in basis groups</i> <i>Open for 35 participants</i> <i>Programme is part of NTNU succession planning to identify and train talents for future leadership in research, education and institutional management.</i>