

Action Plan 2019-2021 for the implementation of the Charter & Code (HRS4R)

Adopted by Rector Gunnar Bovim, 4 December 2018 (archive reference: 2018/28137)

Proposed ACTIONS <i>Free text -100 words max</i>	GAP Principle (s)	Timing (by year's semester)	Responsible Unit	Indicator(s) / Target(s)
Ethical and professional aspects				
1) Research ethics in PhD education - NTNU Applied Ethics is commissioned to develop online course for PhDs.	2	Spring 2019	Pro-Rector for Research NTNU Applied Ethics	Online course launched which satisfy needs of target groups.
2) Innovation Managers - Appointment of 15 innovation managers to develop an innovation culture, identify ideas in the research communities, and realize research-based innovations in collaboration with partners. - Part of Strategic Programme for knowledge-based innovation.	8	Operative from spring 2019	Pro-Rector for Innovation Faculties/Dept.	15 innovation leaders recruited in 2018. Long-term development in NTNU Strategy innovation indicators.
3) PhD innovation stipend - 6 month salary after graduation to develop innovation project. Local commitment (laboratory facilities, mentors, market partners). NTNU innovation eco-system support. - Part of Strategic Programme for knowledge-based innovation.	8	Annual announcement 2018-2021	Pro-Rector Innovation Faculties/Dept.	5 stipends in 2018. 10-12 stipends per year 2019-2021.
Recruitment and selection (OTM-R)				
4) Quality in recruitment process of academic staff (OTM-R no 2, 3, 5) - NTNU staff regulations for academic posts to be revised 2019. - New harmonized procedures for recruitment of permanent academic staff developed in 2018. Similar procedures for temporary staff to be developed in 2019.	13	Autumn 2019	HR-director	Results from applicant satisfaction survey (Survey to be launched in 2019). Improvement in average time from application to appointment decision (permanent positions: 7 months in 2016)
5) All English advertisements on Euraxess Jobs (OTM-R no 13) - Euraxess Jobs should appear automatically to make it easier to choose in NTNU's e-recruitment system.	13	Spring 2019	HR Director	Trend in share of job advertisements posted on Euraxess. (2017 statistics for R1-R2, and R3-R4 as reference point)

Working Conditions				
6) Integration of international staff - Conduct study on inclusion and diversity. New initiatives as needed	10 and 27	Gender Equality and Diversity Plan 2018-21	HR Director	Study 2018-19.
7) Recruitment of under-represented gender - Use search committees/moderate gender quotas/direct appointment	27	Gender Equality and Diversity Plan 2018-21	Faculties/Dept.	Annual statistics on development in gender balance (notably in science and technology).
8) Gender balanced career development - Managers shall facilitate career and life situation balance for their employees (local facilitation and NTNU gender equality actions) - PhD parental leave return scholarship: One month prolongation of PhD position to pick up research again if you have had more than six month parental leave. Parents are entitled to 46 weeks parental leave in Norway.	27	Gender Equality and Diversity Plan 2018-21.	Faculties/Dept.	Parental leave return pilot started 2018
9) Ongoing Gender Equality Actions - Mentor programme for female associate professors - Start-packages for new female staff - Qualifications scholarships for female associate professors to qualify for full professors	27	Gender Equality and Diversity Plan 2018-21	HR Director Equal Opportunities Adviser	Number of participants and recipients each year.
10) Equality and diversity management - Annual reports to the Board - Include topic in management training for Dept. Heads and Deans - Take into account in recruitment of Dept. Heads, Deans, Rector and Pro-Rectors	27	Gender Equality and Diversity Plan 2018-21.	HR Director Faculties/Dept.	Annual statistics and analysis from 2019 Training autumn 2021 Result of recruitment spring 2021
11) Academic Staff international mobility a) Develop flexible short and medium-term solutions for permanent staff b) Explicit part of appraisal interviews	29	Int. Action Plan 2018-21 a) Fall 2020 b) Fall 2019	a) HR Director b) Faculties/Dep	International mobility - PhD - Postdoc - Permanent staff
12) PhD/Postdoc internationalization - Facilitate mobility experience for PhD/Postdocs without it - Individual internationalization plans for each PhD	29	Int. Action Plan 2018-21	Departments PhD programs	See indicators above.

<p>13) International recruitment</p> <p>a) Develop models for international recruitment (based on experience from pilot schemes: International Chairs and Onsager Fellowship tenure track positions)</p> <p>b) Require international experience for permanent academic positions</p> <p>c) Develop an institutional front line service for international researchers and families (reserved for permanent academic positions).</p>	29	<p>Int. Action Plan 2018-21</p> <p>a) Spring 2020</p> <p>b) Autumn 2019</p> <p>c) Spring 2020</p>	<p>a) HR Director</p> <p>b) Faculties/Dep</p> <p>c) HR Director</p>	<p>a) HR-tool: description of recruitment process.</p> <p>b) To take into account in revision of NTNU Staff Regulations for Academic Positions.</p> <p>c) Expand services at NTNU International Researcher Support (NIRS).</p>
Training and Development				
<p>14) Recognition of Teaching Merit</p> <p>- Pilot project 2018-20 rewarding associate professors/professors and senior lecturers/docents for good teaching and pedagogical development work. First application round 2017, second round 2018. To be integrated in staff reward and development work at Faculties from 2019.</p> <p>- Part of NTNU Teaching Excellence strategy and NTNU development agreement with the Ministry of Education</p>	33 and 38	Regular activity from autumn 2019	Pro-Rector Education	<p>No of recognized teachers per round of pilot project.</p> <p>Report on learning experiences from pilot project, spring 2019.</p>
<p>15) Pedagogical Basic Competence</p> <p>– Develop learning outcomes for Pedagogical Basic Competence at NTNU (“utdanningsfaglig basiskompetanse”). Pilot new programme at the AD, NV and SU Faculties. Programme to consist of a core module, and modules adapted to new professional needs of the Faculties. Renew and expand programme from 100 to 200 working hours compared to existing university pedagogical development programme.</p> <p>- Part of NTNU development agreement with the Ministry of Education</p>	33 and 38	Pilot to start autumn 2019	<p>Pro-Rector Education</p> <p>Uniped</p>	<p>Enhance education quality.</p> <p>Develop learning outcomes and content of pilot programme, spring 2019. Evaluation of pilot, spring 2021.</p> <p>To become ordinary programme at NTNU from 2021-22.</p>
<p>16) Training of PhD supervisors</p> <p>- 2 to 3 day courses for PhD supervisors (2-3 times a year, 30 at each course). Participants will be divided based on experience.</p>	40	ongoing	HR Director	No of participants and course satisfaction.

<p>17) Postdoc competence and career</p> <ul style="list-style-type: none"> - Consider institutional and Faculty actions following the Postdoc Action Pilot 2017-19, which was evaluated in the autumn 2018. 	21 and 38	Spring 2019	Pro-Rector Research	Long-term cultural change and possible concrete actions at institutional and faculty level.
<p>18) Outstanding Fellows Programme (“Stjerneprogrammet”)</p> <ul style="list-style-type: none"> - 4-year NTNU Outstanding Academic Fellows Programme for young research talents at NTNU. The programme includes international mentoring, networking, and research support. - Part of NTNU Research Excellence strategy 	38	Third cohort recruited 2019	Pro-Rector Research	External evaluation 2018 (after first cohort). Institutional learning on recruitment and development of research talents.
<p>19) Career development of lecturers</p> <p>Clarify institutional role in the career development of lecturers with the aim to support the lecturer’s research and pedagogical competence development at their Departments.</p> <ul style="list-style-type: none"> - Map competence needs to consider appropriate measures at institutional level. 	38	Fall 2019	HR Director	Decide upon institutional measures for the career development of lecturers (universitetslektor-førstelektor-dosent).
<p>20) Institutional learning provisions</p> <p>NTNU's learning portal is to be made more user-friendly to reach more employees. It will offer classroom courses, programs and e-learning. The portfolio of institutional learning provisions is dynamic and will be in addition to Faculty provisions.</p>	38	ongoing	HR Director	Reach more users and increase participation (no of participants from different user groups)