

European Charter for Researchers Code of Conduct for the recruitment of researchers

Action plan

Internal gap analysis at CBS

In January 2009 Jens Oddershede, spokesman for Universities Denmark, endorsed on behalf of all Danish universities the European Charter for Researchers and the Code of Conduct for the recruitment of researchers.

Prior to endorsement, the Charter and Code of Conduct were debated by the Human Resources group, the Danish Committee of University Directors and the Danish Rectors' Conference.

Universities Denmark as well as the Danish Agency for Universities and Internationalisation both held the view that, overall, Danish universities met the EU Commission's standards with regard to the Charter and the Code of Conduct.

In spring 2011 HR Services, together with the Dean's Offices, assessed the 40 points and undertook a preliminary gap analysis using the template for internal analysis provided by the European Commission in connection with the institutional HR strategy project.

The principles have to a large degree already been fulfilled through CBS' general compliance with legislation, directives, agreements etc.

The preliminary gap analysis found that CBS could improve certain individual principles with regard to fulfilling the Charter and the Code of Conduct.

On 18 August 2011 HR Services recommended to CBS Senior Management Group that CBS begin implementing the European Charter for Researchers and the Code of Conduct for the recruitment of researchers in autumn 2011 in order for CBS to be added to the EU Commission list of "HRS4R Acknowledged Institutions" from 2012.

At their meeting on 31 August 2011, the Senior Management Group acknowledged the importance of implementing ECRCC and decided to set up a working group for this purpose.

The implementation group consisted of Head of Department of Innovation and Organizational Economics and Vice Dean of PhD Programmes, Peter Lotz; Equal Opportunities Officer, Associate Professor Lynn Roseberry; Member of the Academic Council, Professor Daniel Hjorth; Head of the Dean's Office for Research, Karina Bech Sørensen; Head of the Secretariat for Department of Economics, Anne W. Suhr; Human Resources Director, Claus Durck Hovej and HR officer Majken Houborg.

Two members of the implementation group, Equal Opportunities Officer, Associate Professor Lynn Roseberry and Member of the Academic Council, Professor Daniel Hjorth are full faculty members.

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The implementation group met in six working sessions on 5 December 2011, 6 January 2012, 17 January 2012, 3 February 2012, 20 February 2012 and 28 February 2012. In the light of the preliminary gap analysis, the group discussed CBS' institutional practice with regard to the Charter and the Code of Conduct, involving relevant academic and administrative staff in the debate.

In keeping with the preliminary gap analysis, the implementation group found that Danish legislation and CBS practice are in accordance with the principles of the Charter and Code.

However, the implementation group called upon CBS to improve three principles:

- Principle 5. Contractual and legal obligations
- Principle 21. Value of mobility
- Principle 23. Access to career advice

In order to ensure that stakeholders are sufficient committed to the action plan drafted by the implementation group the plan has been discussed in - and approved by - appropriate bodies at CBS.

The faculty union representatives (both for assistant professors and professors) has been consulted on 8 August 2012, the PhD Schools at CBS has been consulted in written procedure on 14 August 2012, the CBS Head of Departments has been consulted on 21 August 2012, the CBS General Consultation Committee (comprising unions representatives from faculty and the administrative staff) has been consulted on 22 August 2012, finally the CBS Academic Council (comprising 9 faculty members including PhD students and 3 student representatives and the CBS president) has been consulted on 23 August 2012.

The University Director has overall responsibility for the action plan of the European Charter for Researchers and Code of Conduct for the recruitment of researchers.

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Principle:	<p>5. Contractual and legal obligations</p> <p>Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes regulations governing intellectual property rights, 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 product development etc.) as set out in the terms and conditions of the contract or equivalent document.</p>
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Objective

There are no particular measures in place for ensuring knowledge of intellectual property rights; however there is a focus on ensuring familiarity with the requirements and conditions of sponsors and funders.

Project goal

To draw up internal guidelines for Contractual and legal obligations.

Approach

The University Director has overall responsibility for implementing the action plan.

Project organisation

RESEARCH has drawn up a new collaboration agreement on PhD scholarships, which has yet to be accepted by the heads of the doctoral schools. Work is in progress on collaboration agreements for research projects (previous collaboration agreements are available on the intranet under "økonomi/projektadministration") but there is a slight delay. RESEARCH and LEGAL only look at research collaboration. Head of Dean's Office for Research, Karina Bech Sørensen, and Head of Legal Services, Martin Kramer-Jørgensen, are involved in the project organisation.

A detailed explanation of intellectual property rights and of sponsor and funders' requirements and conditions will be available on the intranet as of 1 January 2013.

Timetable

January 2013	RESEARCH and LEGAL draft a proposal for internal guidelines for Contractual and legal obligations
February 2013	Discussion at senior management level
March 2013	Discussion in Academic Council and consultation of union representatives (Professors and Assistant Professors) in the Joint Cooperation Committee (HSU)
April 2013	Final adoption by CBS Senior Management Group
April 2013	Workshop for faculty organised by RESEARCH

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May 2013 LEGAL publish guidelines on intranet (CBS Share)

Progress reports

RESEARCH and LEGAL submit progress reports to the CBS Senior Management Group by the end of each quarter (by end March 2013, end June 2013 and end September 2013).

Project documents

CBS' gap analysis of Code of Conduct principles.

Other documents and references

Danish Agency for Science, Technology and Innovation: "Rules for collaboration and rights agreements between public research institutions and private companies", 21 October 2008.

Status 1Q 2013

In the beginning of January 2013 a working group was formed. It consists of Head of Division, Centre for Accountancy, Purchasing, and Commercial Contracts Nicolai Ginnerkov Pedersen, academic officer in Dean's Office Karen Slej, academic officer in Dean's Office Carsten Yssing, and academic officer in Legal Services Ramona Claudia Toni.

The group is preparing a number of guidelines / process models and continuing work on new cooperation agreements and IPR.

The guidelines to be developed are:

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| Agreement for co-operation: | Karen Slej is responsible. |
| Managing external funding: | Nicolai Ginnerkov Pedersen is responsible |
| IPR / Rights to texts mm: | Legal Services is responsible in collaboration with Carsten Yssing |
| Commercialization: | Legal Services and Marketing is responsible in collaboration with Carsten Yssing |

The timetable initially announced in the action plan cannot be met. The revised timetable is:

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|--------------|---|
| January 2013 | Task allocation and schedule revised |
| April 2013 | Draft guidelines to be discussed in the working group |
| May 2013 | Proposal discussed by CBS Senior Management Group and Head of Departments |
| June 2013 | Discussion on the CBS Academic Council and CBS General |

December 2014

CBS action plan

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	Consultation Committee
June 2013	Final decision in CBS Senior Management Group
September 2013	Deans' Office holds seminar for researchers
September 2013	Guidelines published on CBS Share

Status 4Q 2014

Pending draft guidelines

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Action plan

Principle:	21. 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 specific career development strategies and fully value and acknowledge any mobility experience within their career progression/appraisal system.
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Objective

CBS wishes to introduce the option of taking sabbatical to allow professors, professors with special responsibilities (MSO) and associate professors to spend time at a university outside Denmark in order to immerse them in their field and gain international experience.

Sabbaticals should enhance the career development and mobility of the individual researcher and support the continued internationalisation of CBS, as well as serve to develop international cooperation.

Sabbaticals support CBS' development contract for 2012-2014, in which CBS voluntarily expresses its desire for a greater volume and higher quality of research.

Project goal

The goal is to draw up an internal guideline addressing the principles of granting, funding, frequency, remuneration and duration of sabbaticals. The Head of departments and the Dean of Research are to be focal points in respect of sabbaticals. Sabbaticals could well be an integrated part of the employee performance and development reviews. The guideline should encourage faculty members to apply for external funding for their sabbatical. The guideline (to be valid as per 1 September 2013) can be time limited (3 to 5 years) before being revised and made permanent.

Approach

Before the end of November 2012 senior management will decide on points to be included in the guidelines.

The University Director has overall responsibility for implementing the action plan.

Timetable

November 2012 Preliminary discussion at senior management level. Senior Management Group will outline the terms of reference and

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December 2012	invite a working group to draft the guidelines on sabbaticals (to be presented before February 2013) Discussion with the Head of Departments, the CBS Academic Council + consultation of union representatives (Professors and Assistant Professors)
January/February 2013	Consultation of the Joint Cooperation Committee (HSU)
February 2013	Final adoption by CBS Senior Management Group
March 2012	HR Services publish guidelines on intranet (CBS Share) and incorporate the topic in the annual employee performance and development review scheme
February 2013	HR Services include the topic in the annual workshop on Employee performance and development reviews with Head of Departments

Progress reports

HR Services submit progress reports to the CBS Senior Management Group by the end of each quarter (by end December 2012, end March 2013 and end June 2013).

Project organisation

Human Resources Director has been authorised by senior management to draw up draft guidelines jointly with union representatives for academic staff, which will be valid from 1 September 2013.

Project documents

CBS' gap analysis of the Code of Conduct principles.

Status 1Q 2013

A policy on the use of sabbaticals at Copenhagen Business School has been drafted by HR Director Claus Durck Hovej and special advisor at Dean's Office Ulla Lykke Jørgensen. The Policy is pre-presented to top management. HR Services are currently awaiting initial feedback. Finally, the policy will be decided by the CBS Senior Management and signed by the President.

Status 2Q 2013

The policy on use of sabbaticals has been prepared for presentation to CBS Senior Management, Heads of Department, Academic Council and CBS General Consultation Committee.

Status 3Q 2013

Pending presentation

Status 4Q 2013

Pending presentation

Status 4Q 2013

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The policy on use of sabbaticals has been presented to and approved by CBS Senior Management, Heads of Department, Academic Council and CBS General Consultation Committee.

Status 4Q 2014

Guidelines have been drawn up to meet both employees' and institutions' demand for a clear administrative framework on CBS employment abroad, also known as the posting. The guidelines describe the deliberations of both employee and manager prior to the employee's department for posting abroad, whether short or extended.

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Principle:	23. 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.
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Objective

There is a need for measures to assist academic staff in their career planning, including making career paths and options more transparent.

Project goals

- Making career paths and options at CBS more transparent
- Increasing satisfaction among academic staff at CBS and creating an even better working climate
- Creating a better employer brand which can be beneficial when applying for external funding
- Gaining a recruitment advantage

Approach

Career counselling should be provided on all career levels. However, we do not consider it appropriate to roll out career counselling on all levels simultaneously.

Thus more thorough career counselling will be introduced at PhD level and the experiences gained can be subsequently applied to the higher career levels at the university.

HR Services should set up a one-day placement programme where participants (at PhD level) are trained in interview techniques and are given guidance on how others perceive, decipher and experience them, as it is the recipient who determines the message.

PhD students must be trained in how to set a debate in motion and manage it using question and answer techniques and effective listening. Participants must improve their skills in presenting, catching listeners' attention and conveying their message.

Setting up a PhD placement officer

In close coordination with CBS' three doctoral schools, the PhD placement officer will:

- map the international placement opportunities, focusing on the most efficient job markets. Asian, North American and European universities are to be part of the placement options,

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- develop and implement additional courses for PhD students to increase employability (i.e. presentation- and interview training),
- coordinate presentation training with planned trips abroad to ensure that the PhD students is as attractive as possible to host universities,
- in cooperation with the PhD student's supervisor(s) develop the PhD students in respect of employability, and
- help the individual PhD student to develop a career plan based on supervisors' assessments of abilities and the interests of PhD student, and use it to plan curricula, etc. accordingly.

The function of the PhD placement officer comes under HR functions and recruitment takes place in cooperation with the head of the doctoral school.

The University Director has overall responsibility for implementing the action plan.

Project organisation

The programme is headed by Human Resources Director who is to consult an Advisory Board consisting of 1 head of the doctoral schools, 1 senior faculty member or a Head of Department, 3 PhD students appointed by the graduate schools and 3 representatives invited from other universities. The Advisory Board will meet twice a year.

Timetable

May 2012	Discussion with Head of Departments and Head of the doctoral schools
August 2012	Discussion in CBS Senior Management Group
September 2012	Discussion with the Academic Council
September 2012	Assessment of the plan and content by Advisory Board, including modification of existing content
September 2012 and At end-2012	Discussion with the Joint Cooperation Committee (HSU) other stakeholders Recruitment of PhD placement officer
January 2013	Launch of PhD placement programme
March 2013	1-placement course of 1 day (20-25 participants)
April 2013	1 placement-course of 1 day (20-25 participants)
April 2013	Status Meeting in the Advisory Board
October 2013	1 placement-course of 1 day (20-25 participants)
November 2013	1 placement-course of 1 day (20-25 participants)
December 2013	Status meeting in Advisory Board and reporting of deviations to stakeholders
March 2014	1-placement course of 1 day (20-25 participants)
April 2014	1 placement-course of 1 day (20-25 participants)
April 2014	Status Meeting in the Advisory Board

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October 2014	1 placement-course of 1 day (20-25 participants)
November 2014	1 placement-course of 1 day (20-25 participants)
December 2014	Status meeting in Advisory Board and reporting of deviations to stakeholders
March 2015	1-placement course of 1 day (20-25 participants)
April 2015	1 placement-course of 1 day (20-25 participants)
April 2015	Status Meeting in the Advisory Board
October 2015	1 placement-course of 1 day (20-25 participants)
November 2015	1 placement-course of 1 day (20-25 participants)
December 2015	Meeting in the Advisory Board, preparation of reports, etc.
January 2016	Report to stakeholders

Progress reports

HR Services submit progress reports to the CBS Senior Management Group by the end of each quarter until mid-2016.

Project documents

CBS' gap analysis of Code of Conduct principles.

Status 1Q 2013

A positions as Ph.D. placement officer based in Dean's Office will be posted in Q2 2013.

With the support of the leaders of the PhD schools, three PhD students, one from each PhD school, are partaking in individual coaching sessions in order to strengthen their business adaptability. The evaluation of coaching sessions will be included in PhD placement officer's business.

Department of International Business Communication initiates as part of the department's strategy a scheme in order to strengthen the department's PhD student business adaptability.

Status 2Q 2013

In November 2012 CBS was granted DKK 500,000 over a 3 years period to develop and implement employment and mobility initiatives that can support PhD students' career perspective. The project is an essential part of CBS 'strategy in this area and will be an important strategic enablers to enhance our Ph.D. schools.

Since the above grant November, we have been preoccupied with creating the best organizational platform for the project. The aim has been to achieve synergy with other activities at CBS. In addition, we have initiated a recruitment process to find the right person to ensure the realization of the project. Consequently, the initiation of the project has been delayed.

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Overall, this means that we have had postpone approximately 8 months. However, there are no changes in terms of content. The following plan has been adjusted in accordance with the revised timetable:

Timetable

June 2013	Recruitment of PhD placement officer
September 2013	Establishment of the Steering Committee
September 2013	Review of plan and content by the Steering Committee
October 2013	Launch of PhD placement programme
November 2013	1-placement course of 1 day (20-25 participants)
December 2013	1 placement-course of 1 day (20-25 participants)
February 2014	Status Meeting in the Advisory Board
March 2014	1 placement-course of 1 day (20-25 participants)
April 2014	1 placement-course of 1 day (20-25 participants)
May 2014	Status meeting in Advisory Board and reporting of deviations to stakeholders
June 2014	1-placement course of 1 day (20-25 participants)
September 2014	1 placement-course of 1 day (20-25 participants)
October 2014	Status Meeting in the Advisory Board
November 2014	1 placement-course of 1 day (20-25 participants)
December 2014	1 placement-course of 1 day (20-25 participants)
January 2015	Status meeting in Advisory Board and reporting of deviations to stakeholders
February 2015	1-placement course of 1 day (20-25 participants)
March 2015	1 placement-course of 1 day (20-25 participants)
May 2015	Status Meeting in the Advisory Board
September 2015	1 placement-course of 1 day (20-25 participants)
October 2015	1 placement-course of 1 day (20-25 participants)
October 2015	Meeting in the Advisory Board, preparation of reports, etc.
January 2016	Report to stakeholders

Status 3Q 2013

The recruitment of PhD placement officer is on-going.

Status 4Q 2013

The PhD placement officer has been recruited. The position has been expanded to include placement of fulltime MBA students. PhD placement officer has received all project documents from the HR department. Tender for project has been prepared and forwarded to procurement department for publication. Pending revised time table.

Status 1Q 2014

In March 2014, the career manager submitted her first report to the general consultation committee (HSU). It included a revised time table:

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Career Service	Expected Launch Date
Initial launch including: Career coaching Drop in sessions Industry application reviews Industry mock interviews	End of April 2014
Online career resources	A limited view launched in April 2014 with a view to build it going forward
Online e-learning curriculum	August 2014
Company events	September 2014
Industry career mentoring	January 2015

Status 4Q 2014

In October 2014, the career manager submitted her second report to the general consultation committee (HSU).

A new project timeframe has been agreed with SCK due to delays and the 3-year timeframe of the project has now been agreed upon as of June 2014 to June 2017.

As part of the SCK funding requirements, a steering group committee has been formed. This is made up of various stakeholders within CBS and 3 external members who work directly with PhD careers from other universities and as independent PhD consultants. The role of the steering group is to guide the activities that occur throughout the project, ensure that the project is being delivered within the timeframe and within the constraints of the project parameters set out by SCK. It also enables the career service to share experiences with the wider PhD community and gain knowledge from their experience and any insights they have. The Steering Committee has met twice, which have both been a very positive addition to the project.