

CBS' responses to the principles of the Code of Conduct.

The red markings in the second column giving the national regulations indicate an error or the possible need for further clarification with regard to the Principle and Description column.

| Princip og Beskrivelse | National regulations |
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| <p>1. Research freedom</p> <p>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.</p> | <p>Danish University Act of 22 June 2011</p> <p>Section 2 (2): The university has academic freedom. The university shall safeguard the academic freedom of the university and the individual and safeguard academic ethical principles.</p> <p>Section 2 (3): The university shall collaborate with society and contribute to the development of international collaboration. The university's academic and educational results should contribute to the further growth, welfare and development of society. As a central knowledge-based body and cultural repository, the university shall exchange knowledge and competencies with society and encourage its employees to take part in the public debate.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>The provisions of the University Act concerning academic freedom are implemented in CBS' bylaws, and the Academic Council is responsible for safeguarding academic freedom at CBS.</p> |
| <p>2. Ethical principles</p> <p>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.</p> | <p>Danish University Act of 22 June 2011</p> <p>Section 2 (2): The university has academic freedom. The university shall safeguard the academic freedom of the university and the individual and safeguard academic ethical principles.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>The Academic Council is responsible for safeguarding academic ethical principles, in accordance with CBS' bylaws.</p> |
| <p>3. Professional responsibility</p> <p>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</p> | <p>Ministerial Order on the Danish Committees on Academic Misconduct of 20 April 2009</p> <p>Academic misconduct is defined in section 2 of the Danish University Act as "Falsification, fabrication, plagiarism and other serious violation of good academic practice committed wilfully or with gross negligence in the planning, performance or reporting of research results."</p> <p>The Danish Committees on Academic Misconduct have drawn up guidelines on good academic conduct which focus in particular on health sciences, natural sciences and technical sciences (January 2009) (available in Danish and English).</p> <p>CBS supports the Singapore Statement, and has furthermore developed guidelines for 'Good Research Communication</p> |

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| <p>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.</p> | <p>Practice at CBS'. The Singapore Statement was examined by the Board of CBS at the board meeting on 11 June 2012.</p> |
| <p>4. Professional attitude</p> <p>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.</p> | <p>The Research Councils continually update the stipulations particularly with regard to use of allocated funding: http://www.fi.dk/publikationer/2009/vilkaar-for-bevillinger</p> <p>The conditions for internal funding are for the most part stated in the description of the funding.</p> <p>Use of research funding is governed by national budget regulations and is continually monitored by internal finance, the institution's auditors and national audit office.</p> <p>All contracts between CBS academic staff and funders are recorded and handled by CBS, for which there are internal guidelines.</p> |
| <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 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.</p> | <p>At CBS it is ensured both centrally (the joint administration and core areas) and decentrally (the departments) that academic staff are familiar with national, sectoral and institutional provisions and working conditions. No special measures are in place to ensure knowledge of intellectual property rights, however there is a focus on ensuring that academic staff are familiar with the requirements and conditions of sponsors and funders. Among other things, there have been organisational changes that have led to the centralisation and thus specialisation of research funding, both pre- and post-award. There will be a focus on ensuring this and, similarly, on delivering the desired results. Part of this specialisation by the administration will involve extending knowledge of the challenges posed by intellectual property rights as an area of development.</p> <p>According to CBS' bylaws, the deans and heads of department have responsibility for academic matters: Section 11 The deans shall be responsible for managing the core areas, ensuring coherence between research and education programmes and the quality of the programmes and teaching and will develop the quality of the programmes and research in the core areas across the board. Section 13: The head of department shall ensure quality and coherence with department research and teaching and shall together with the study board and programme directors follow up on the assessment of programmes and teaching.</p> |
| <p>6. Accountability</p> <p>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</p> | <p>Use of research funding is governed by national budget regulations. Use of research funding is continually monitored by internal finance, the institution's auditors and national audit office.</p> <p>The Danish University Act of 22 June 2011 points to the ethical responsibility which academic staff have towards society, such as in section 2 (2): The university has academic freedom. The university shall safeguard the academic freedom of the university and the individual and safeguard academic ethical principles.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>In accordance with the Ministerial Order on the Danish Committees on Academic Misconduct of 20 April 2009, compliance with academic ethical principles will furthermore be monitored by the Danish Committees on Academic</p> |

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| <p>with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.</p> <p>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.</p> | <p>Misconduct.</p> |
| <p>7. Good practice in research</p> <p>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.</p> | <p>Danish Working Environment Act of 7 September 2009</p> <p>Section 16. It shall be the duty of the employer to ensure that there is effective supervision to ensure that work is performed safely and without risks to health.</p> <p>Section 17. The employer shall inform the employees of any risks of accident or disease which may exist in connection with their work. <i>Subsection 2</i> Furthermore, the employer shall ensure that the employees receive the necessary training and instruction to perform their work in such a way as to avoid any possibility of risk.</p> <p>Section 38. The work shall be planned, organised and performed in such a way as to ensure safety and health. <i>Subsection 2.</i> Approved norms and standards of importance to safety or health shall be complied with.</p> <p>CBS, as an independent institution, is subject to public legislation and guidelines on data security, including the Danish Act on Processing of Personal Data, the Danish Public Administration Act, etc.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>CBS has an information security committee, which is established in accordance with the national guidelines on the IT strategies of Danish ministries and which addresses safety issues with regard to systems and employee conduct. The committee is responsible for ensuring familiarity with and maintaining security policies at CBS.</p> <p>An IT security coordinator manages the daily tasks in connection with ensuring information security.</p> <p>According to the Danish University Act of 22 June 2011, section 2 (2) CBS shall safeguard [...] academic ethical principles.</p> |
| <p>8. Dissemination, exploitation of results</p> <p>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.</p> | <p>Danish University Act, section 2 (3):</p> <p>As a central knowledge-based body and cultural repository, the university shall exchange knowledge and competencies with society and encourage its employees to take part in the public debate.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>According to CBS' bylaws, section 1 (2), "CBS shall conduct research and provide research-based education at the highest international level within business economics, business language, and related fields. CBS shall ensure equal interaction between research and education and engage in ongoing strategic selection, prioritisation, and development of research and educational fields. CBS has academic freedom and shall uphold this freedom as well as academic ethical principles."</p> <p>When staff are appointed it is understood that research shall be disseminated (cf. the Appointment Order of 7 December</p> |

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| | <p>2007). Research is fed into CBS' research data base on a yearly basis (research@cbs.dk), which is a database accessible to the public. Interviews, press quotations, etc. are recorded to a limited degree.</p> |
| <p>9. Public engagement</p> <p>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.</p> | <p>Danish University Act of 22 June 2011</p> <p>Section 2: The university shall conduct research and offer research-based education at the highest international level in the disciplines covered by the university.</p> <p>Subsection 3 The university shall collaborate with society and contribute to the development of international collaboration. The university's academic and educational results should contribute to the further growth, welfare and development of society. As a central knowledge-based body and cultural repository, the university shall exchange knowledge and competencies with society and encourage its employees to take part in the public debate.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>According to CBS' <i>Business in Society</i> strategy, the school has "a particular responsibility to bring knowledge and new ideas to the next generation of business leaders, and to society as a whole. Our major contribution takes the form of research-based education."</p> <p>CBS has a vice dean for knowledge exchange and dissemination who monitors CBS' participation in the public debate and draws up guidelines for public communication.</p> <p>Denmark has an industrial PhD scheme provided for by the Danish Act on Technology and Innovation of 13 August 2008. An industrial PhD is a special, industrial-based PhD project that is conducted jointly by a private company, an industrial PhD student and the university.</p> <p>According to the Circular on the Agreement Regarding Competence Development of 8 June 2011, section 3 (3), public sector employers, including universities, shall hold annual employee performance reviews during which the employee and his or her immediate superior discuss the welfare, work and personal and professional development of the employee. At CBS this review also considers the public engagement of the individual academic member of staff.</p> |

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| <p>10. Non-discrimination</p> <p>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.</p> | <p>Regulations pertaining to the monitoring of progress, etc. are stated, among other things, in the Ministerial Order on PhD programmes at universities of 14 January 2008, section 10.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>The stipulations for PhD programmes at CBS are laid down in the PhD regulations of 1 October 2008: Every six months, the progress of the PhD student and the PhD thesis are assessed in a report. The report clarifies what part of the programme has been completed (including course and teaching activities) and which parts have yet to be completed. The report indicates any necessary adjustments to the PhD plan and is endorsed by the principal supervisor and submitted to the head of the doctoral school for approval. On the basis of the report, an annual employee performance review is held with the PhD coordinator and head of department/centre or group. The purpose of the review is to ensure that the project is progressing satisfactorily and to provide the opportunity for dialogue about any possible problems or queries.</p> <p>In the course of the project, further supervisors may be appointed or the principal supervisor or other supervisors changed.</p> |
| <p>11. Evaluation/appraisal systems</p> <p>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.</p> | <p>Under the auspices of CBS-SIMI, programmes are offered for research directors: http://www.cbs.dk/Videreuddannelse/Kurser-skraeddersyede-programmer/Lederuddannelser</p> <p>According to section 13 of CBS' bylaws, heads of department have overall responsibility for staff.</p> <p>The PhD regulations of 1 October 2008 stipulate that CBS shall provide an "Academic and Professional Development (APD) program" for PhD students at CBS consisting of a number of general courses to further research and teaching competence as a supplement to regular PhD courses: http://www.cbs.dk/Forskning/Forskeruddannelser/Kompetenceudvikling</p> <p>The doctoral school of Organisation and Management Studies (OMS) offers a course in PhD supervision for CBS associate professors and professors and provides a mentor network for PhD supervisors.</p> <p>There are written guidelines on the assessment of PhD theses.</p> <p>All assistant professors at CBS must attend a formal assistant professor programme (APP) for developing competence in university teaching and have a teaching supervisor who can participate in coaching courses.</p> |
| <p>12. Continuing Professional Development</p> <p>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.</p> | <p>The criteria for the quality of academic staff on all career levels are described in the Circular on Job Structure for Academic Staff at Universities of 13 June 2007 in the appendix Notice on Job Structure for Academic Staff at Universities.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>According to CBS' bylaws, section 13, heads of department have overall responsibility for staff and must ensure through</p> |

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| | <p>annual employee performance reviews that the academic staff of the department are updating and expanding their knowledge and qualifications.</p> <p>This is ensured by means of:</p> <ul style="list-style-type: none"> • The formal description of PhD programmes (national regulations) • The formal assistant professor programme (national regulations and internal procedure) • The provision of teaching courses for all teaching staff • Funding for: <ul style="list-style-type: none"> ○ Participation in conferences ○ Holding conferences ○ Academic workshops ○ Translation ○ Management development |
| General principles and and requirements applicable to employers and funding sources | |
| Princip og Beskrivelse | National regulations |
| <p>13. 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).</p> | <p>Universities' academic staffs are described in the Circular on Job Structure for Academic Staff at Universities of 13 June 2007, in the appendix Notice on Job Structure for Academic Staff at Universities.</p> <p>The qualifications stipulated for posts under the job structure are at PhD or corresponding level.</p> <p>Every member of staff holding a post under the job structure has been assessed and is deemed to have the appropriate academic qualifications.</p> <p>At CBS, academic staff has time to research and are eligible for election to academic bodies.</p> |
| <p>14. Non-discrimination 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.</p> | <p>Danish Act on the Prohibition of Discrimination in the Labour Market of 16 December 2008 The Act contains provisions which implement parts of Council Directive 2000/43/EC on implementation of the principle of equality for all irrespective of race or ethnic origin (OJ 2000 L 180/ 22) and Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation (OJ 2000 L 303/16).</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>An ad hoc working group has drawn up proposals for an action plan for "working with gender equality among the research staff 2011-2012", which has been adopted by senior management.</p> |

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| <p>15. 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.</p> | <p>A CBS Equal Opportunities Officer (EOO) was appointed in November 2010 as part of CBS' new strategy.</p> <p>CBS has a statutory Working Environment Organisation and Working Environment Committee in accordance with the Danish Working Environment Act of 2 November 2010.</p> <p>The Act contains provisions which implement Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work, OJ 1989, L 183/1, Council Directive 92/57/EEC of 24 June 1992 on minimum safety and health requirements at temporary or mobile constructions sites, OJ 1992, L 245/ 6, certain provisions in Council Directive 94/33/EEC of 22 June 1994 on the protection of young people at work, OJ 1994, L 216/12, provisions which implement Council Directive 03/88/EC of 4 November 2003 concerning certain aspects of the organisation of working time, OJ 2003, L 299/9, provisions which implement parts of Directive 2005/36/EC of 7 September 2005 of the European Parliament and of the Council on recognition of professional qualifications, OJ 2005, L 255/22, and the Directive 2006/42/EC of 17 May 2006 of the European Parliament and of the Council on machinery and amending Directive 95/16/EC (recast), OJ 2006, L 157/24.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>Ministerial Order on the Performance of Work of 17 June 2004, part 2 stipulates that a mandatory workplace assessment should be carried out every other year which appraises the working environment and describes problems relating to the working environment and which leads to an action plan.</p> <p>The order contains provisions which implement Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work (OJ 1989, L 183/1), Council Directive 91/383/EEC of 25 June 1991 on supplementing the measures to encourage improvements in the safety and health at work of workers with a fixed-duration employment relationship or a temporary employment relationship (OJ 1991 L 206/19) and Council Directive 92/85/EEC of 19 October 1992 on measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (OJ 1992 L 348/1).</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>CBS wishes to ensure that research takes place in an environment in which the physical conditions contribute towards strengthening the framework for an educational and creative research and teaching environment. CBS' campus structure serves to gather together the many academic disciplines and thus generates synergy between research activities across the academic fields and disciplines.</p> <p>CBS' entities are placed in a campus structure with maximum 10 minutes walking distance between any two entities, and a special entity - Campus Service – continually assesses whether the research environments are located in the correct surroundings / buildings. It is equally important for creativity to be supported by functional and aesthetic frameworks, for example with regard to CBS buildings and diverse artistic initiatives.</p> <p>All of CBS' buildings are no-smoking zones.</p> <p>Other facilities that promote a stimulating teaching and research environment:</p> <ul style="list-style-type: none"> • Conference service |
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| | <ul style="list-style-type: none"> • A working environment organisation that ensures compliance with the overriding health and safety issues • IT teaching platform • Individual offices or joint offices in an attractive research environment with Internet and PC • Access to library and databases • Possibility for CBS-funded Internet connection at home, home PC and option to work at home. <p>CBS is involved in many research networks, including SCANCORE with Stanford/San Francisco and Sauder School of Business at the University of British Columbia.</p> <p>CBS encourages its academic staff to join international research networks.</p> <p>CBS itself likes to receive guest academic staff.</p> <p>The Danish Research Council requires that funded projects contribute to the internationalisation of Danish research, contribute towards improving the mobility of academic staff (nationally and internationally – with regard to academic institutions/professional life) and that projects should be a collaboration between Danish and foreign partners, both academic and non-academic (companies, authorities, organisations, etc.).</p> |
| <p>16. Working conditions</p> <p>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, <i>inter alia</i>, 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.</p> | <p>Danish Act on equal pay for men and women of 17 June 2008</p> <p>The Act contains provisions which implement Directive 2006/54/EC of the European Parliament and of the Council on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast) (OJ 2006 L 204/23).</p> <p>Danish Act on Equal Treatment of Men and Women with Regard to Employment of 28 September 2007</p> <p>The Act contains provisions which implement Council Directive 92/85/EEC of 19 October 1992 on measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth special directive with regard to Article 16 (1) of Directive 89/391/EEC), OJ 1992, L 348/1, Council Directive 2006/54/EC of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast), OJ 2006, L 204/23, and Council Directive 2010/18/EU of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC, OJ 2010, L 68/13.</p> <p>CBS Human Resource Policy 2008:</p> <p>Point 10. Equal opportunity and equal pay</p> <p><i>Equal opportunity</i></p> <p>CBS wishes to promote the equal opportunities of men and women by stimulating a development where both genders have equal development and career opportunities. CBS seeks to avoid great differences in the representation of the two genders in the various professions, positions and duties.</p> <p>CBS wants to be particularly considerate towards staff workers' with small children, as specific circumstances may</p> |

influence their career opportunities.

Through organisation and implementation of competence development, CBS wishes to provide all staff members with equal opportunities for participating in the development process, including scheduling of individual programmes considering the specific family relations.

When professionally possible, committees are to consist of both men and women, including assessment committees (academic staff) and recruitment committees (technical-administrative staff).

Equal pay

CBS wishes to pay all staff members based on an overall assessment of relevant performance, qualifications and duties with no direct or indirect differential treatment based on gender.

There is to be no difference in pay for equal work, unless it is due to

- individual personal/academic qualifications or performance
- special work-related conditions
- special circumstances in connection with recruiting or retaining staff.

It is the manager's responsibility to be able to explain differences in pay to the individual staff member. For more information on the subject, please refer to CBS's general pay policy.

Point 11. Equal treatment of staff members

CBS wants to ensure equal treatment of its staff members, regardless of race, skin colour, religious and political views, sexual orientation and national, social or ethnic origin.

CBS wants the staff members to reflect diversity as diversity is considered a strength at CBS.

Based on an individual assessment, CBS is prepared to accept lacking Danish language skills when recruiting foreign researchers. This does not apply to positions for which knowledge of the Danish language/Danish affairs is one of the required the professional competences.

The local manager and the union representative are involved immediately if differential treatment is suspected.

8. Balance between working life and private life

CBS wishes to create a workplace which offers a good balance between working life and private life for the benefit of the individual employee and CBS itself. The work should be organised in such a way that the employee's need for flexibility can be balanced with CBS' need for flexible employees. See section on equality.

There are a number of circumstances in working life in which an employee has a greater need for flexible solutions to balance work and private life:

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| | <ul style="list-style-type: none"> • pregnancy and childbirth • parental leave • young children (illness, collection from nursery) • chronic or protracted illness in the family • special leave in the case of serious illness of a child or close relative • emergencies, including death in the family • protracted illness suffered by the employee <p>In the case of all these situations, CBS undertakes to show consideration for the employee, either by adjusting working hours, reducing working hours, organising care days, holidays or compensatory leave, granting unpaid leave and allowing the possibility of working from home.</p> <p>Academic staff at CBS does not have to work on the premises and have the option of working from home via a CBS-funded Internet connection and a home PC.</p> |
| <p>17. Stability and permanence of employment</p> <p>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 <i>EU Directive on Fixed-Term Work</i>.</p> | <p>Danish Act on Fixed-Term Employment of 11 September 2008</p> <p>The Act contains provisions which implement Council Directive 1999/70/EC of 28 June 1999 concerning the framework agreement on fixed-term work concluded by ETUC, UNICE and CEEP (OJ 1999 L 175/43).</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> |
| <p>18. Funding and salaries</p> <p>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.</p> | <p>All employees are appointed in accordance with the relevant agreements: Circular on the Collective Agreement for Academics Employed by the State of 16 October 2011, Circular on Job Structure for Academic Staff at Universities of 13 June 2007 and Circular on Vacation Leave Agreements of 1. April 2005.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>All employees at Danish universities are eligible for social security benefits, including sickness benefit and retirement pension.</p> <p>PhD students are covered by the Ministerial Order on PhD programmes at universities of 14 January 2008 and the Entry on PhD Scholarships in the Circular on the Collective Agreement for Academics Employed by the State of 1 April 2012.</p> <p>Furthermore, CBS has a remuneration policy for academic staff which allows them to seek a bonus each year in the form of fixed, temporary or one-off payments. The agreement was entered into by senior staff and union representatives.</p> |
| <p>19. Gender balance</p> | <p>Danish Act on Gender Equality 19 September 2007</p> |

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.

The Act contains provisions which implement parts of Council Directive 2004/113/EC of 13 December 2004 on implementing the principle of equal treatment between men and women in the access to and supply of goods and services (OJ 2004 L 373/37).

In accordance with the Danish Act on Gender Equality, all public institutions must submit equality reviews to the Department for Gender Equality every other year.

CBS' General Consultation Committee discusses the equality review. Furthermore the committee discusses gender equality issues and ensures that gender equality is an integral part of the human resources policy of the institution. Among other things, the General Consultation Committee strives to ensure a working climate free of undesirable sexual conduct or other conduct that offends the dignity of men and women at work. The General Consultation Committee further strives to ensure that there is no discrimination against any employee who lodges a complaint or any employee who wishes to testify or testifies in the case of a complaint.

According to the Act, all universities are obliged to have a gender equality policy.

Compliance is ensured by the regulatory authority and the national audit office.

CBS Human Resource Policy 2008:

Section 10. Equal opportunity and equal pay

Equal opportunities

CBS wishes to promote the equal opportunities of men and women by stimulating a development where both genders have equal development and career opportunities. CBS seeks to avoid great differences in the representation of the two genders in the various professions, positions and duties.

CBS wants to be particularly considerate towards staff workers' with small children, as specific circumstances may influence their career opportunities.

Through organisation and implementation of competence development, CBS wishes to provide all staff members with equal opportunities for participating in the development process, including scheduling of individual programmes considering the specific family relations.

When professionally possible, committees are to consist of both men and women, including assessment committees (academic staff) and recruitment committees (technical-administrative staff).

The departments, the dean and the Academic Council ensure that members of both sexes are normally appointed to the assessment committee, unless prevented by section 4 of the Appointment Order. The goal is to increase the number of women on the assessment committee such that at least 30 percent of the members are female.

Equal pay

CBS wishes to pay all staff members based on an overall assessment of relevant performance, qualifications and duties with no direct or indirect differential treatment based on gender.

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| | <p>There is to be no difference in pay for equal work, unless it is due to</p> <ul style="list-style-type: none"> • individual personal/academic qualifications or performance • special work-related conditions • special circumstances in connection with recruiting or retaining staff. <p>It is the manager's responsibility to be able to explain differences in pay to the individual staff member.</p> <p>For more information on the subject, please refer to CBS's general pay policy.</p> <p>Section 11 Equal treatment of staff members CBS wants to ensure equal treatment of its staff members, regardless of race, skin colour, religious and political views, sexual orientation and national, social or ethnic origin.</p> <p>CBS wants the staff members to reflect diversity as diversity is considered a strength at CBS.</p> <p>Based on an individual assessment, CBS is prepared to accept lacking Danish language skills when recruiting foreign academic staff. This does not apply to positions for which knowledge of the Danish language/Danish affairs is one of the required professional competences.</p> <p>The local manager and the union representative are immediately involved if differential treatment is suspected.</p> <p>As a new element of CBS' strategy, a CBS Equal Opportunities Officer (EOO) was appointed in November 2010. An ad hoc working group drew up an action plan on 1 September 2011, which was presented at a CBS seminar in autumn 2011 and the management adopted the action plan with a few small amendments in late December. CBS is now in the implementation phase. The action plan will be followed up in September 2012.</p> |
| <p>20. Career development</p> <p>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.</p> | <p>In Denmark the career development of academic staff on all levels is laid down in the Circular on Job Structure for Academic Staff at Universities of 13 June 2007, in the appendix Notice on Job Structure for Academic Staff at Universities.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>Furthermore CBS has a specific strategy for the career development of academic staff and there are a number of measures which boost the opportunities for personal and professional development available to the academic staff.</p> <ul style="list-style-type: none"> • Heads of department have overall responsibility for staff in accordance with section 13 of CBS' bylaws • Formalised PhD and assistant professor careers, including supervision • Local mentor schemes for young academic staff • Annual employee performance reviews • Schemes for senior employees • Emeritus scheme |

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| <p>21. Value of mobility</p> <p>Employers and/or funders must recognize 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.</p> | <p>Mobility, both geographical and sectoral, is, of course, recognised in a Danish context.</p> <p>One of CBS' personnel policy goals is to create an international working environment characterised by professionalism, diversity, flexibility, responsibility and cooperation across the board.</p> <p>A central element of the CBS <i>Business in Society</i> strategy is the establishment of World Class Research Environments. This involves, among other things "internationalisation", including "attracting international academic staff, assisting in strategic partnership development, engaging with international research networks."</p> <p>In practice, CBS supports mobility in the following ways:</p> <ul style="list-style-type: none"> • Sabbaticals abroad are facilitated by good leave options and flexible organisation of duties, which allows staff to spend longer periods at other institutions at home and abroad. • Sabbaticals abroad are generally part of the PhD programmes. • CBS focuses strongly on international recruitment, among other things, through significant recruitment drives at major international conferences. • Like a number of national funds, CBS supports the recruitment of guest academic staff, which in many instances opens the door to international collaboration and further mobility. • A national industrial PhD scheme encourages mobility between the private sector and universities/CBS. Another primary source of mobility between the private sector and CBS is assistant professorships. |
| <p>22. Access to research training and continuous development</p> <p>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.</p> <p>Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.</p> | <p>Cf. question 12:</p> <p>The criteria for the quality of academic staff on all career levels are described in the Circular on Job Structure for Academic Staff at Universities of 13 June 2007, in the appendix Notice on Job Structure for Academic Staff at Universities.</p> <p>According to the Circular on the Agreement Regarding Competence Development of 1 April 2011, section 3 (3), public sector employers, including universities, shall hold annual employee performance reviews during which the employee and his or her immediate superior discuss the welfare, work and personal and professional development of the employee.</p> <p>Section 6 Programmes and other development activities shall normally take place during working hours. The employer shall defray any expenses in connection with participation in programmes.</p> <p>Section 7 It is both the personal responsibility of the individual employee and the duty of the institution to help to ensure that competence development involves general qualification measures.</p> <p>To this end, CBS' budget includes funds for competence development, including a central fund for further education.</p> <p>The career development of employees is an integral part of the daily work of the heads of department, in accordance with CBS bylaws, section 13.</p> <p>CBS supports the professional development of its academic staff in the following ways, among others:</p> <ul style="list-style-type: none"> • Formal description of PhD programmes • Formal assistant professor programme • Provision of teaching courses for all teaching staff |

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| | <ul style="list-style-type: none"> • Provision of courses on writing articles • Funding for <ul style="list-style-type: none"> ○ Participation in conferences ○ Holding conferences ○ Academic workshops ○ Translation ○ Management development ○ Annual employee performance reviews |
| <p>23. Access to career advice</p> <p>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.</p> | <p>According to the Circular on the Agreement Regarding Competence Development of 1 April 2011, section 3 (3), public sector employers, including universities, shall hold annual employee performance reviews during which the employee and his or her immediate superior discuss the welfare, work and personal and professional development of the employee.</p> |
| <p>24. Intellectual Property Rights</p> <p>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.</p> | <p>Danish Act on Innovations at Public Research Institutions of 17 March 2009</p> <p>Danish Act on Copyright of 27 February 2010, section 1: The person creating a literary or artistic work shall have copyright therein, be it expressed in writing or in speech as a fictional or a descriptive representation.</p> <p>Act No. 395 of June 14, 1995 contains provisions implementing Council Directive 92/100/EEC, OJ 1992 L 346/61, Directive 93/83/EEC, OJ 1993 L 248/15, and Directive 93/98/EEC, OJ 1993 L 290/9. This Act re-enacts provisions from Act No. 1010 of December 19, 1992 whereby Council Directive 91/250/EEC, OJ 1991 L 122/42, was implemented. Act No. 1207 of December 27, 1996 contains provisions which in addition implement Council Directive 92/100/EEC, OJ 1992 L 346/61, and 93/83/EEC, OJ 1993 L 248/15. Act No. 407 of June 26, 1998 contains provisions implementing Directive 96/9/EEC of the European Parliament and of the Council, OJ 1996 L 77/20. Act No. 1051 of December 17, 2002 contains provisions implementing Directive 2001/29/EC of the European Parliament and of the Council on the harmonisation of certain aspects of copyright and related rights in the information society, OJ 2001 L 167/10. Act No. 997 of December 9, 2003 contains a provision that additionally implements Council Directive 93/83/EEC of September 27, 1993 on the coordination of certain rules concerning copyright and rights related to copyright applicable to satellite broadcasting and cable retransmission, OJ 1993 L 248/15. Act No. 1402 of December 21, 2005 contains provisions that implement the European Parliament's and the Council's Directive 2001/84/EC of September 27, 2001 on the resale right for the benefit of the author of an original work of art, OJ 2001 L 272/32. Act No. 1430 of December 21, 2005 implements the European Parliament's and the Council's Directive 2004/48/EC on enforcement of intellectual property rights, OJ 2004, L 195/15. Act No. 510 of June 12, 2009 implements part of the Parliament and Council Directive 2006/123/EC on services in the internal market OJ 2006 no. L 376/39. Act No. 1269 of December 16, 2009 contains provisions that implement parts of the Parliament and Council Directive 2007/65/EC of December 11, 2007 amending Council Directive 89/552/EEC on the coordination of certain provisions laid down by law, regulation or administrative action in Member States concerning the pursuit of television broadcasting activities OJ 2007 L 332/27.</p> |

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| | Compliance is ensured by the regulatory authority and the national audit office. |
| <p>25. Co-authorship</p> <p>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).</p> | <p>The Danish Ministry of Science, Innovation and Higher Education allocates resources to universities on the basis of, for example, bibliometric indicators, the purpose of which is to promote publication in the most recognised publication channels and to boost the quality of Danish research. The model rewards co-authorship in the following way: A reward system is in place for cooperation across organisational boundaries, both nationally and internationally, such that publications with authors from different universities are multiplied by a factor of 1.25 prior to being broken down: http://www.fi.dk/viden-og-politik/tal-og-analyser/den-bibliometriske-forskningsindikator/fraktionering</p> <p>Academic exchange and collaboration are supported through funding for holding conferences, participating in conferences, sabbaticals abroad and the appointment of guest professors.</p> <p>The aim of the strategy is to ensure that senior academic staff does not take credit for work carried out by junior academic staff.</p> <p>CBS supports the Singapore Statement, and has furthermore developed guidelines for 'Good Research Communication Practice at CBS'.</p> |
| <p>26. Supervision</p> <p>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.</p> | <p>According to section 13 of CBS' bylaws, heads of department have overall responsibility for staff.</p> <p>According to the Notice on Job Structure for Academic Staff at Universities, 2007, assistant professors shall have supervision and the opportunity for upgrading their teaching qualifications with a view to a written assessment of the assistant professor's teaching qualifications.</p> <p>CBS regulations governing the Assistant Professor Programme in Teaching Competence (APP) at CBS of 1. January 2011 assert that throughout his or her participation in the APP, the assistant professor has access to two resource persons, namely an educational supervisor and a teaching tutor (the departmental advisor), who both also assess the assistant professor's teaching competence.</p> <p>Ministerial Order on PhD programmes at universities of 7 December 2007</p> <p>Section 8. For each PhD student the university shall appoint a principle supervisor who shall be responsible for the PhD programme. The principal supervisor shall be a recognised academic within the relevant field, be employed by the university and be affiliated with the doctoral school.</p> <p><i>Subsection 2.</i> On its own initiative or following an application by the PhD student, the university may:</p> <ol style="list-style-type: none"> 1) Appoint other supervisors, who must be qualified within the relevant field. 2) Replace the principal supervisor and other supervisors. <p><i>Subsection 3.</i> The university shall offer the PhD student a teaching course.</p> <p><i>Subsection 4.</i> The university shall offer the PhD student teaching guidance.</p> <p><i>Subsection 5.</i> The university shall ensure that the required resources are available for the PhD student to complete the PhD programme as laid down in the student's PhD plan.</p> <p><i>Subsection 6</i> The university shall lay down internal rules for the supervision provided to the PhD student.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> |

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| | <p>Supervisors of PhD students and assistant professors shall provide feedback on the possibility of awarding the PhD student or assistant professor a teaching certificate to the doctoral school or assistant professor education system, which shall pass on this information to the head of department.</p> <p>The supervision of PhD students and assistant professors is regulated in the CBS catalogue of standards for academic staff.</p> |
| <p>27. Teaching</p> <p>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</p> | <p>Each academic staff member at CBS is covered by the CBS catalogue of standards for academic staff, which protects their right to research hours. The amount of time allocated to research work for each individual member of staff is agreed in the employment contract.</p> <p>The supervision of PhD students and assistant professors is regulated in the CBS catalogue of standards for academic staff.</p> <p>In the case of assistant professors, teaching rules are laid down in Regulations governing the Assistant Professor Programme in Teaching Competence (APP) at CBS.</p> <p>In the case of PhD scholars, the Entry on PhD Scholarships (appendix 5 of the Circular on the Collective Agreement for Academics Employed by the State of 1. October 2008) stipulates that PhD scholars must perform 840 hours of teaching during the course of a 3-year PhD.</p> <p>This is ensured via half-yearly reports, which are evaluated by the head of the doctoral school.</p> <p>External PhD students are remunerated in parallel, in accordance with the Entry.</p> |
| <p>28. Evaluation/appraisal systems</p> <p>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.</p> | <p>CBS' annual negotiations on supplements for academic staff take place on the basis of an evaluation of the academic work and after recommendation by the head of department.</p> <p>In Denmark, a decision on the appointment of academic staff is a decision as defined in the Danish Public Administration Act, section 2 (1), and is thus subject to a number of rules and principles which apply to the selection of applicants and the decision to employ an applicant.</p> <p>In accordance with the Danish Public Administration Act, section 3 (3), members of an assessment committee are bound to inform the committee of any reasons for disqualification or suspicion of reasons for disqualification.</p> <p>In accordance with the Danish Public Administration Act, section 19, applicants for a post are heard with regard to the composition of the assessment committee.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>According to CBS assessment committee guidelines, it is the duty of the committee to guarantee impartial, qualified, non-prioritised assessment of the applicant's professional qualifications with regard to the position.</p> <p>Applicants must be assessed on the basis of the criteria set forth in the job vacancy notice</p> |

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| | <p>According to the Circular on the Agreement Regarding Competence Development of 1 April 2011, section 3 (3), public sector employers, including universities, shall hold annual staff performance reviews.</p> |
| <p>29. Complains/ appeals</p> <p>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.</p> | <p>CBS has a unified management system which allows employees to directly approach the manager of their superior.</p> <p>According to CBS PhD regulations of 2008, section 8 (2.2), the PhD student may replace the principle supervisor and other supervisors.</p> <p><i>Staff satisfaction surveys</i> Every two years, CBS carries out a review of staff satisfaction with the psychological working environment. The General Consultation Committee supervises the planning, execution and follow-up of the reviews, and CBS appoints expert monitoring groups consisting of representatives from the General Consultation Committee or union representatives.</p> <p>According to the Circular on Public-Sector Union Representatives of 30 September 2008, section 3 (3), the union representative also functions as a spokesperson for the employees from among whom he or she is elected and in this function may submit proposals, requests and complaints from the employees and enter into negotiations on local questions.</p> <p>Section 11, subsection 6 (1) stipulates that the employment contract of the union representative may not be terminated before the representative's organisation has had the opportunity to examine the legitimacy of the dismissal in legal terms.</p> <p>Finally, it is possible to lodge a complaint with the Danish Parliamentary Ombudsman, cf. Danish Ombudsman Act of 1 January 1997, section 7. The activities of the ombudsman cover all areas of public administration, including universities.</p> <p>CBS Human Resources Policy of 2008: Point 13 – extract concerning the psychological working environment <i>The psychological working environment</i> CBS wants a working environment that promotes job satisfaction, trust and commitment in a way that allows positive development opportunities to arise.</p> <p>The managers of the individual offices and departments are responsible for observing the wellbeing of the staff members in relation to the content and structure of their work, the organisation of their work and the technological working conditions, as well as observing the interaction between the staff members. The manager observes the psychological working environment and supports individual staff members or groups of employees if a problem arises.</p> <p>The managers involve the union representatives and any local consultation committees in their efforts to create a good psychological working environment, and individual staff member share the responsibility for creating a positive culture in the workplace and entering into dialogue in this regard.</p> <p>The General Consultation Committee plans and coordinates the general work with regard to the psychological working environment at CBS.</p> |

30. Participation in decision-making bodies

Employers and/or funders of researchers should recognize 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.

Danish University Act of 25 June 2010

Section 12. The board shall be composed of external members and members representing the academic staff of the university, which includes PhD students with university contracts, the technical and administrative staff and the students. The majority of the board members shall be external members. The board shall elect a chair from among its external members.

Subsection 4. The other members shall be elected by and from among the academic staff of the university, which includes PhD students with university contracts, the technical and administrative staff and students. Students shall be represented by a minimum of two members. Representatives of the university's academic staff, including PhD students with contracts and technical/administrative staff are protected from dismissal and other forms of demotion under the same terms as union representatives in the same or similar areas.

Section 15. The university shall set up an Academic Council either for the entire university or for each of the main academic areas.

(2) The Academic Council shall have the following tasks:

1) Make statements to the Rector on the internal distribution of funds.

2) Make statements to the Rector on central strategic research questions and educational issues and plans for knowledge exchange.

3) Make recommendations to the Rector on the composition of academic committees to assess applicants for academic positions.

4) Award PhD and doctoral degrees.

(3) The Academic Council may make statements on all academic issues of substantial relevance to the activities of the university and has a duty to discuss academic issues presented to them by the Rector.

(4) The Academic Council shall be composed of the Rector, ex officio chairman, except for conditions noted in subsections (5) and (6), and of members representing the academic staff, including PhD students with university contracts and students. Representatives of the academic staff, including PhD students with university contracts and students shall be elected by and from among the academic staff, including PhD students with university contracts, and students respectively.

CBS' bylaws of 18 May 2011

Section 16

Subsection 2. The study committee shall elect from among its members who belong to the academic staff a chairperson and from among its student members a vice chairperson. The chairperson and vice chairperson shall be approved by the President, cf. Section 6 (4), item 2).

Subsection 3. The study committee shall recommend a programme director to the President, cf. section 6 (4), item 3). The programme director shall be a permanently appointed member of the academic staff.

Section 22. The President establishes the PhD committees and determines the number of members in the individual PhD committees, which must be composed of a minimum of 4 and a maximum of 12 members. Each PhD committee consists of an equal number of representatives for academic staff and for the PhD students.

Circular on the Agreement Regarding Cooperation and Joint Consultation Committees in State-Sector Enterprises and

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| | <p>Institutions of 8 May 2008</p> <p>Section 1. Objective 1) To establish a framework for cooperation between management and staff with a view to involving staff in the work on the goals and strategy of the workplace.</p> <p>The agreement implements the following EU directives and European agreements: a) EU Directive of 29 June 2000 on implementation of the principle of equal treatment between persons irrespective of racial or ethnic origin; b) EU Directive of 27 November 2000 establishing a general framework for equal treatment in employment and occupation; c) EU Directive of 11 March 2002 on establishing a general framework for informing and consulting employees in the European Community; d) The Framework agreement on work-related stress of 8 October 2004; e) The Framework agreement on harassment and violence at work of 26 April 2007.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>Framework for activities of the General Consultation Committee, CBS 2008 Chapter 2 Objective Section 3. The objective is:</p> <ul style="list-style-type: none"> • To involve the staff in the work on the goals and strategy of the CBS • To create a personnel policy framework which promotes the development of competence and generates the desire and motivation to fulfil CBS' goals • To help to create the best possible work conditions and a positive working environment <p>Chapter 3 Composition of the General Consultation Committee Section 4. The General Consultation Committee has 14 seats, with 7 members from side A and side B respectively.</p> <p>Annex C: Establishment of local coordination committees Chapter 1 Composition of and procedure for local coordination committees Section 3. The number of seats on a coordination committee may not, as a rule, exceed a maximum of 7 from each side and there must not be more management representatives than employee representatives. The number is agreed on between the head of the area/department and the representatives from staff organisations with the right to negotiate.</p> |
| <p>31. 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</p> | <p>Circular on Vacancy Notices for Positions and Paid Duties in the Public Sector of 26 March 2010 Ministerial Order on Advertisement of Public Service Positions of 26 March 2010</p> <p>Section 6. The vacancy notice shall contain information on</p> <ol style="list-style-type: none"> 1) the job title, 2) the field of employment, 3) the currently applicable place of work, 4) the applicable salary scale, |

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| <p>Researchers when appointing or recruiting researchers.</p> | <p>5) any obligation to reside in public service accommodation, 6) the authority to which the application should be sent, and 7) the authority to which the application shall be made if different from that to which the application should be sent.</p> <p>Section 7. The vacancy notice shall indicate the latest date for receipt of the application. The application deadline shall be a minimum of 14 days, except in very special circumstances. <i>Subsection 2</i> The recruiting authority may only consider applications which have been received before expiry of the application.</p> <p>Notice on Job Structure 2007 for Academic Staff at Universities of 18 December 2006 describes the individual positions and qualification requirements.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> |
| <p>Adfærdskodeks for ansættelse af forskere</p> | |
| <p>Princip og Beskrivelse</p> | |
| <p>32. Recruitment (Code)</p> <p>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.</p> | <p>CBS' recruitment system contains templates for all academic staff positions, which include a description of the required knowledge, desired qualifications – both general and specific to the field.</p> <p>A description of the terms of employment is provided in the letter of employment sent to the individual.</p> <p>The Appointment Order of 7 December 2007, section 7 states that the President's decision to appoint a candidate shall normally be made at the latest 6 months after expiry of the application deadline.</p> |
| <p>33. Selection (Code)</p> <p>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</p> | <p>Ministerial Order on the Appointment of Academic Staff at Universities of 13 March 2012 Section 4 states that the university lays down rules for the professional assessment of applicants for appointment to academic posts. Subsection 2 states that the assessment must consider whether the applicants possess the professional qualifications in research, teaching, communication etc. stipulated in the job structure and fulfil the other qualification criteria stipulated in the vacancy notice. A non-prioritised, reasoned and written assessment of the applicants' professional qualifications must be submitted to the president of the institution. Any differences of opinion between the members of the assessment committee must be indicated in the assessment.</p> <p>According to the Danish Public Administration Act, section 3(3), members of an assessment committee are bound to inform the committee of any reasons for disqualification or suspicion of reasons for disqualification.</p> |

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| <p>trained should be realistic.</p> | <p>According to the Danish Public Administration Act, section 19, applicants for a post are heard with regard to the composition of the assessment committee.</p> <p>Compliance is ensured by the regulatory authority and the national audit office.</p> <p>Furthermore, CBS has internal guidelines from the Dean of Research (who was delegated the competence by the President), which state that at least one member of the committee must be from an external institution and one other member from a foreign institution.</p> <p>According to CBS assessment committee guidelines, it is the duty of the committee to guarantee impartial, qualified, non-prioritised assessment of the applicant's professional qualifications with regard to the position. Applicants must be assessed on the basis of the criteria set forth in the job vacancy notice and the general requirements of the individual type of academic post.</p> <p>CBS Human Resources Policy of 2008: Point 10. Equal opportunity and equal pay <i>Equal opportunity</i> Where possible, committees are to consist of both men and women, both in the case of assessment committees (academic staff) and recruitment committees (technical-administrative staff).</p> <p>The recruitment committee at CBS may decide to supplement the written assessment with an interview or test lecture, if considered relevant.</p> |
| <p>34. Transparency (Code)</p> <p>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.</p> | <p>Applicants are continually informed about the application process and expected response time by e-mail via the recruiting system.</p> <p>The selection criteria are indicated in the individual vacancy notice.</p> <p>The number of vacancies is given in the individual notice.</p> <p>When the applicant receives the assessment, the assessment arises from every publication which has been submitted and prioritised.</p> |
| <p>35. Judging merit (Code)</p> <p>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</p> | <p>Appointment Order of 7 December 2007, section 5. The assessment committee or the experts decide whether the applicants possess the professional qualifications in research, teaching, communication etc. stipulated in the job structure and fulfil the other qualification criteria stipulated in the vacancy notice.</p> |

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| <p>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.</p> | |
| <p>36. Variations in the chronological order of CVs (Code)</p> <p>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.</p> | <p>In the case of new recruitment and promotion, CBS has no restrictions with regard to CVs. It might be worth considering having an internal discussion on the CVs of academic staff, looking at, for example, career breaks, parental leave and other leave.</p> <p>See point 38, Recognition of Qualifications.</p> |
| <p>37 Recognition of mobility experience (Code)</p> <p>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.</p> | <p>See question 21:</p> <p>One of CBS' personnel policy goals is to create an international working environment characterised by professionalism, diversity, flexibility, responsibility and cooperation across the board.</p> <p>The “seven pillars of engaged scholarship” of the research strategy include the two principles of “internationalism: working across borders” and “interdisciplinarity: working across boundaries”.</p> <p>In practice, mobility is supported in the following ways:</p> <ul style="list-style-type: none"> • Sabbaticals abroad are facilitated by good leave options and flexible organisation of duties, allowing staff to spend longer periods at other institutions at home and abroad. • Sabbaticals abroad are generally part of the PhD programmes. • CBS focuses strongly on international recruitment, among other things, through significant recruitment drives at major international conferences. • Like a number of national funds, CBS supports the recruitment of guest academic staff, which in many instances opens the door to international collaboration and further mobility. • A national industrial PhD scheme furthers mobility between the private sector and universities/CBS. Another primary source of mobility between the private sector and CBS is assistant professorships. |
| <p>38. Recognition of qualifications (Code)</p> <p>Employers and/or funders should provide for appropriate</p> | <p>The Appointment Order and job structure stipulate the qualification requirements for academic staff at every career step and ensure that there is an assessment of the academic and professional qualifications of academic staff at least at every career step.</p> |

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| <p>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.</p> | <p>Apart from the strictly "academic" qualifications stipulated in the job structure, there are also requirements relating to international and professional mobility, for example: <i>Furthermore there shall be a focus on the assessment of the candidate's skills in research management and possibly other management functions, eg. in relation to the university's external cooperation. Other qualifications may also be stipulated upon appointment, for example with regard to the transfer of knowledge and technology and, for example, patenting and cooperation with external parties.</i></p> |
| <p>39. Seniority (Code)</p> <p>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.</p> | <p>Circular on Job Structure for Academic Staff at Universities of 13 June 2007</p> |
| <p>40. Postdoctoral appointments (Code)</p> <p>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.</p> | <p>The Appointment Order and job structure stipulate the qualification requirements for academic staff at every career step and indicate the duration of appointment, which will also be indicated in the vacancy notice and employment contract.</p> <p>The President/Dean decides on the appointment on the basis of an assessment undertaken by an assessment committee. The assessment committee assesses the candidate's qualifications in the light of the qualifications stipulated in the job structure and vacancy notice. The candidate's CV (including former appointments) is normally a criterium in the assessment.</p> |