UNIVERSITY OF COPENHAGEN

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (final).

GAP-Analysis

I. Ethical and professional aspects

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

Danish University Act of 22 June 2011 **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. **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. Excerpts from the **Memorandum on Job Structure of 28 June 2013**: "Universities have academic freedom and should safeguard this and the fundamental ethical principles The rector may direct staff to perform certain tasks. The researchers has freedom to research within the university research strategies implied at any time and for the part of the working time when they are not subject to other duties. The academic staff shall not be assigned to duties throughout their working hours depriving the researchers effectively of their freedom of research. The research-based services and contractual duties should also ensure time for independent research. However, it is not possible to clearly define the extent of time for independent research, as it will vary over time from area to area and from researcher to researcher. Thus, one can well imagine a researcher to have less time for independent research in a period of research-based services or contractual tasks than in other periods". According to the **Cooperation Agreement** in the public sector par. 5, chances of goals and strategy of the institution with implication for the economy and the employment has to be informed and discussed in the Cooperation Committee.	The provisions of the University Act concerning academic freedom are implemented in UCPH's Statute, and the Board is in accordance with Section 2, chapter 18, responsible for safeguarding academic freedom at the UCPH. The provisions of the University Act in relation to freedom of research are conducted by University's Statutes and ensured compliance by the respective academic council involvement At each Faculty an Academic Council is established to ensure the scientific employee participation and involvement in academic matters. Academic Council tasks are arising from the Danish University Act. At each department there is established a "Department Council"/Institutråd, where matters of research can be debated. From October, UCPH has established an assembly "Senate to Rector" to provide advice to the rector, where staff, students and management meet across the University to strengthen the university's core services. The decision to establish the "Senate" is made by rector, in order to have an internal advisory broad along with the external advisory broad that the University has had for several years. The Senate to Rector will give the opportunity to discuss - across researchers, administrative staff and students – different cross-cutting issues, as for instance: research issues, issues in relation to the internal workplace assessment, processes of the 2016 Strategy, Students environments etc.		

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2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Danish University Act of 22 June 2011 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. The Danish Committees on Scientific Dishonesty DCSD 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).	Compliance is ensured by the regulatory authority and the national audit office. The Board and Academic Council are responsible for safeguarding academic ethical principles, in accordance with UCPH' bylaws. In 2005 UCPH established an internal committee "The Practice Committee, which has developed a set of practice rules on good scientific practice. See the rules and guidelines here. In April 2011 a committee "Udvalget vedr. god videnskabelig praksis" UVGP ("Committee on good research practice".) was set down, and has in its report to Rector of 14 of October, recommending the following: • Culture change around any. suspected violations of good scientific practice • Streamline the management's commitment to a breach of scientific practice brought up and possible. legitimate suspicions pursued • To support possibly cases by a "named person" who has the expertise and can support and discuss cases of possibly breach on good research practice, in order to help the case to be brought to An extended "Practice Committee" has been working on the following up on these recommendation. See more information: http://praksisudvalget.ku.dk/tidsplan_og_materiale_/Tidsplan_og_materiale.pdf/		

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s)

and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Ministerial Order on the Danish Committees on Scientific Dishonesty of 20 April 2009 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." The Danish Committees on Scientific Dishonesty 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).	Each Faculty at UCHP has drawn up internal regulations and guidelines for good research practise and practise for the administration of external funding.. UCHP Statute art. 22 par. 7. "The rector sets up a committee for the promotion of good scientific practise at the University and to provide a basis for advising the rector in such matters." In 2005 UCPH established an internal committee "The Practice Committee, which has developed a set of practice rules on good scientific practice. See the rules and guidelines here. In April 2011 a committee "Udvalget vedr. god videnskabelig praksis" UVGP ("Committee on good research practice".) was set down, and has in its report to Rector of 14 of October, recommending the following: • Culture change around any. suspected violations of good scientific practice • Streamline the management's commitment to a breach of scientific practice brought up and possible. legitimate suspicions pursued • To support possibly cases by a "named person" who has the expertise and can support and discuss cases of possibly breach on good research practice, in order to help the case to be brought to An extended "Practice Committee" has been working on the following up on these recommendation. See more information: http://praksisudvalget.ku.dk/tidsplan_og_materiale_/Tidsplan_og_materiale.pdf/ As part of the ph.d. programmes and the courses, research ethics are mandatory.		

4. Professional attitude

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
The Research Councils continually update the stipulations particularly with regard to use of allocated funding: http://fivu.dk/publikationer/2012/vilkar-for-bevillinger.	UCPH has adopted Strategy 2016. The Strategy is available for everyone on the website etc.. The purpose of 2016 is to define the framework and the direction for the University's continuing development. In their daily studies, work and commitment, students and employees should be able to apply their own initiatives and ideas and as such contribute to meeting the objectives of the strategy. All contracts between UCPH academic staff and funders are recorded and handled by UCHP, for which there are internal guidelines. Furthermore UCPH has published a folder "RESEARCH & INNOVATION. University's general principles for working with external parties. A practical guide to the university staff." See: http://erhverv.ku.dk/virksomheder/bokse/pixi_samarbejde/KU_s_guide_vedr__samarbejdsaftaler_DK_tileksterntweb.pdf/ In relation to the conditions for internal funding these are typically stated in the description of the funding. 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.		

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

LBK nr 202 af 27/02/2010 Gældende (Ophavsretsloven) Offentliggørelsesdato: 09-03-2010 Kulturministeriet, LBK nr 104 af 24/01/2012 Gældende (Opfinderloven) Offentliggørelsesdato: 01-02-2012 Erhvervs- og Vækstministeriet Og LBK nr 210 af 17/03/2009 om Bekendtgørelse af lov om opfindelser ved offentlige forskningsinstitutioner, Ministeriet for Forskning, Innovation og Videregående Uddannelser. Furthermore the principle is regulated by the collective agreement for researcher employed at Danish universities, **Circular on Job Structure for Academic Staff at Universities of 13 June 2007** and in the appendix **Notice on Job Structure for Academic Staff at Universities (**Stillingsstruktur for videnskabeligt personale ved universiteter), as adjusted by Agreement 2013), and note from Ministry of Finance of June 28 2013. **Ministerial Order no 242 of 13 March 2012 on the Appointment of Academic Staff at Universities.** **Act on Public Administration cf. Consolidated Act no. 1365 of 7th December 2007, adjusted by section 6 in act no. 501 of 12th June 2009 og section 1in act no. 503 of 12th June 2009.**	At UCHP it is ensured both at corporate level and at all Faculties that academic staff are familiar with national, sectoral and institutional provisions and working conditions. According to UCHP's Statute, the rector and deans have responsibility for academic matters. In the Statute Section 35 it is determined that the dean is head of Faculty in accordance with delegation from the rector and that the dean has the overall responsibility for the correlation between research and education, consultancy services, and the quality of education, teaching and consultancy services. University emphasizes on the www.ku.dk http://erhverv.ku.dk/english/research_collaboration/co-financed-research that any cooperation with university researchers is subject to certain conditions including that scientists have free access to research results. "Agreements on the co-financing of research are non-commercial and do not impose any mutual liability on the parties, even if: • The collaboration does not lead to the required result • The result of the collaboration cannot be used • The time schedule is not observed, or • The use of the result of the collaboration leads to product liability."		

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their

employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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. The Research Councils continually update the stipulations particularly with regard to use of allocated funding: http://fivu.dk/publikationer/2012/vilkar-for-bevillinger This principle of ethical responsibility of the academic staff towards society has been statutory pointed out in **The Danish University Act of 22 June 2011**, 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. 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 Misconduct. **Act on Public Administration cf. Consolidated Act no. 1365 of 7th December 2007, adjusted by section 6 in act no. 501 of 12th June 2009 og section 1 in act no. 503 of 12th June 2009.**	As part of the employment relationship and implicit as part of the contract between the researcher and the university, researchers must be aware of the conditions of the employment. This includes new guidelines on f.i. ethical grounds (the use of animals in research). Personnel policy is at the University gathered in "Personnel Policy Manual" and consists of two interconnected parts: "Fundamentals of the University's personnel policy 2008-2012" and a number of personnel policy guidelines in more detail unfolds basic principles in areas where management and employees will find that there are need for concrete joint direction. Basic principles and guidelines developed by the Personnel Policy Committee (PPU) under the Cooperation Committee (HSU). The researchers at UCPH are subject to rules on employment at other institutions than UCPH. This is described at: http://icmm.ku.dk/for_ansatte/hojremenu/bibesk_ftigelse-2012.pdf/ At the Research Portal researchers are generally informed about issues to be aware of as part of their accountability. https://intranet.ku.dk/research/Pages/default.aspx Furthermore see Principle 1-5.		

7. Good practice in research			
Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.			
Relevant legislation (permitting or impeding the implementation of this principle)	**Existing Institutional rules and/or practices**	**Actions required**	**When/Who**
Danish Working Environment Act of 7 September 2009 **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. **Section 17.** The employer shall inform the employees of any risks of accident or disease which may exist in connection with their work. *Subsection 2* 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. **Section 38.** The work shall be planned, organised and performed in such a way as to ensure safety and health. *Subsection 2.* Approved norms and standards of importance to safety or health shall be complied with. UCHP, 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.	The University's Occupational Health and Safety Organisation consists of close to 400 managers and employees. The individual faculties decide the structure of the organisation. As a general rule, the Occupational Health and Safety Organisation reflects the rest of the University's organisation. All employees must be covered by the OHSO and all students must have the opportunity to be represented at all three levels: department, faculty and university level. At the internal web for the researchers' national legal requirements regarding data protection it is described. Furthermore every employee is informed in the employment contracts about confidentiality protection requirements and related information. UCHP 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.		

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Danish University Act, section 2 (3): 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. UCPH has academic freedom and shall uphold this freedom as well as on academic ethical principles. As part of the principles of the agreement of the employment for the researchers it is understood that research shall be disseminated (cf. the Order on Job Structure for Researchers at Universities of **CIR nr 9427 af 13/06/2007 (**Stillingsstruktur for videnskabeligt personale ved universiteter), as adjusted by Agreement of date 2013), and note from Ministry of Finance of June 28 2013.	According to UCPH' statute section 3, "The purpose of UCHP is to conduct research and provide research-based education at the highest international level within its research areas." And the Statute section 3 (3) determines that UCHP shall live in interaction with society and contribute to the development of the international corporation. Furthermore the University shall encourage employees to contribute to participate in public debate. Research must be registered in the research data base on a yearly basis (CURIS). The research data base is accessible to the public. Interviews, press quotations, etc. are recorded to a limited degree. As a possible management tool and incentive to secure dissemination etc. local agreements on wage supplements are negotiated and signed by management and representatives from the researchers.		

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

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Danish University Act of 22 June 2011 Section 2: The university shall conduct research and offer research-based education at the highest international level in the disciplines covered by the university. 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.	According to the Statute of UCPH section 3 (3) the University shall encourage the researchers to engage and participate actively in the public debate. In the Statute Section 35 it is determined that the dean is head of Faculty in accordance with delegation from the rector and that the dean has the overall responsibility for the correlation between research and education, consultancy services, and the quality of education, teaching and consultancy services. 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 UCHP this review also considers the public engagement of the individual academic member of staff. As a possible management tool and incentive to secure dissemination and etc. local agreements on wage supplements are negotiated and signed by management and representatives from the researchers.		

10. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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). According to Danish legislation, including the implementation of European legislation, an employer or the employee, on behalf of the university engaged in managerial, may not discriminate against researchers in relation to the criteria of gender, race, color, ethnic origin, religion, belief, sexual orientation, social origin political opinion, age or disability. Act on Public Administration cf. Consolidated Act no. 1365 of 7th December 2007, adjusted by section 6 in act no. 501 of 12th June 2009 og section 1in act no. 503 of 12th June 2009.	Relevant employment legislation and internal regulation is reproduced at UCHP's internal web that is available to all employees, **however some improvements could be implemented in relation to more information on the concrete obligations for the management as employers in this relation.** Complaints about violations of the prohibition of discrimination can be addressed to the Board of Equal Treatment. Appeals to the Board is free of charge. UCPH are furthermore launching a project on "parallel languages policy" in order to improve the working condition for foreign researchers in line with the general internationalization of UCPH.		

11. Evaluation/ appraisal systems

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Circular on Job Structure for Academic Staff at Universities of 13 June 2007 and in the appendix **Notice on Job Structure for Academic Staff at Universities.** **Ministerial Order no 242 of 13 March 2012 on the Appointment of Academic Staff at Universities.**	UCPH has in April 2013 launched a new "research recruitment portal" including new guidelines for drawing up assessments when appointing academic staff at the University of Copenhagen. UCPH is about to launch a project focusing on specific career development and recruitment for researchers, **see draft Action Plan.** According to a collective agreement covering the public sector employees (government), it is provided that all staff members, employed in the public sector, has the right to an annual performance and development review, (MUS) where the employee and her/his research line manager draw up a development plan that focuses on the skills development and well-being. Furthermore UCPH has internal guidelines for drawing up assessments when appointing academic staff at the University of Copenhagen as from April 2013. The researchers are covered by local agreements on wage supplements (related to strategic goals), which are negotiated and signed by management and representatives from the researchers.		

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

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** and in the appendix **Notice on Job Structure for Academic Staff at Universities.** **Act on Public Administration cf. Consolidated Act no. 1365 of 7th December 2007, adjusted by section 6 in act no. 501 of 12th June 2009 og section 1 in Act no. 503 of 12th June 2009. (Inhabilitetsreglerne)** **Appointment Order no 242 of 13 March 2013.**	UCPH has internal guidelines for drawing up assessments when appointing academic staff at the University of Copenhagen from April 2013. According to UCHP' Statute section 6, the deans at the Faculties (delegation from the rector), and the head of departments have the overall responsibility for staff and must ensure through annual employee performance reviews that the academic staff of the department are updating and expanding their knowledge and qualifications. This is ensured by means of: • The formal description of PhD programs (national regulations) • The formal assistant professor program (national regulations and internal procedure) • The provision of teaching courses for all teaching staff • Leadership development programs aiming at leadership to be exercised with the same degree of commitment and professionalism as the core tasks of research and education.		

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
The requirements of recruitment of academic staff are described in the **Circular on Job Structure for Academic Staff at Universities of 13 June 2007,** and in the appendix N**otice on Job Structure for Academic Staff at Universities.** **Act on Public Administration cf. Consolidated Act no. 1365 of 7th December 2007, adjusted by section 6 in act no. 501 of 12th June 2009 og section 1in act no. 503 of 12th June 2009.** **Appointment Order no 242 of 13 March 2013contains the overall framework in relation to recruitment and appointment of researchers f.i.:** The Appointment Order of 13 March 2012, section 6 states that the rector's decision to appoint a candidate shall normally be made at the latest 6 months after expiry of the application deadline.	Academic recruitment is carried out at faculty/department level. Guidelines of the preparation and advertisement, the composition of the assessment and appointment committees, are available at the internal web. According to these guidelines advertisements should give a broad description of the knowledge and competences required, and should not be designed as to discourage suitable applicants. „Guide to good employee recruitment" of March 2010" UCHP' 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. This has been This has been assembled on a recruitment portal. A description of the terms of employment is provided in the letter of employment sent to the individual. Introduction of tenure track at UCPH and the introduction of initiatives supporting the professional career as researchers are among other things in the pipeline as it is recognized that these fields could be further improved at UCPH.		

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

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 rector of the institution. Any differences of opinion between the members of the assessment committee must be indicated in the assessment. 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.	The Assessment Commitee consists of an internal member (chairman) and two external members. Depending on scientific field a guiding principle is that two, or at any case, one, of the members of the Assessment Commitee should be internationally appointed. Only in exceptional cases, and after concrete assesment, may call for international participation be waived. This has to be decided by the vicedean for research. Furthermore the Assessment Commitee should have an adequate gender balance. These rules are available at the internal web at: https://intranet.ku.dk/rekruttering/vip/sammensaetning/Sider/default.aspx.		

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Recruitment processes at UCPH are formally regulated by Ministerial Order on the Appointment of Academic Staff at Universities of 13 March 2012 and among other regulations by the Danish Public Administration Act, Act on Public Administration section 19 on hearing to parties in the recruitment process. And Publicity Act section 2 par. 3 contains a provision on confidentiality in the recruitment process. Guidelines from the Ministry on consultation of the candidates in relation to the composition of the Assessment Committee.	Applicants are continually informed about the application process and expected response time by e-mail via the recruiting system. The selection criteria are indicated in the individual vacancy notice. The number of vacancies is given in the individual notice. When the applicant receives the assessment, the assessment arises from every publication which has been submitted and prioritised. In relation to the recruitment of and support to international staff, UCHP has established an unit called International Staff Mobility http://ism.ku.dk/ Detailed and comprehensive information about the recruitment processes are available at the specific homepage. In relation to the information available after the selection process concerning the strengths and weaknesses of their applications, the applicants may contact members of the assessment committee and the appointment committee to get more information of the selection process.		

16. Judging merit (Code)

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

Recruitment processes at UCPH are formally regulated by Ministerial Order on the Appointment of Academic Staff at Universities of 13 March 2012, and the requirements of recruitment of academic staff are described in the **Circular on Job Structure for Academic Staff at Universities of 13 June 2007,** and in the appendix N**otice on Job Structure for Academic Staff at Universities.**	For some time UCPH has been focusing on clarifying the recruitment processes and ways of optimizing the processes. All relevant regulation and relevant guidance of practise are described at an internal web-site. The UCHP regulations and practise are for instance described in the Guidelines for drawing up assessments when appointing academic staff at the University of Copenhagen. The assessment of each applicant includes the following: • Presentation of relevant extracts from the curriculum vitae • Assessment of research qualifications • Assessment of teaching qualifications • Assessment of communications qualifications • Assessment of other qualification requirements (as stipulated in the specific vacancy announcement) • Overall assessment of the applicant. Thus it is recognized that the choice of the best qualified is to be found through an overall assessment of all the candidates in relation to science teaching and personal skills. The best qualified will not always be the same as the applicant who collected the largest number of publications, although it might well be the case. As a mandatory part of the Assessment Committees work, the teaching experience of the applicants should be described in a teaching porte folio in the application.		

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

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
The rules relation to prevent indirect discrimination of the Consolidation Act on Equal Treatment of Men and Women as regards Access to Employment etc. requires that no criteria for selections that could result in a practise of indirectly discrimination may be used.	In the case of new recruitment and promotion, UCPH has no restrictions with regard to CVs. For some time UCPH has been focusing on clarifying the recruitment processes and ways of optimizing the processes. All relevant regulation and relevant guidance of practise are described at an internal web-site. *Intet krav om Ph.D.-grad ved ansættelse i videnskabelige stillinger, kun krav om videnskabeligt niveau* *Mulighed for ansættelse på prøve af forskere fra industrien, der ikke har formel pædagogisk uddannelse* *Bestemmelser om ret til forlængelse af ansættelse ved orlov efter barselsorlovsloven* UCPH is about to launch a project focusing on specific career development and recruitment for researchers, see draft Action Plan.		

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

		The Strategy 2016 of UCHP focuses on three specific areas'		
		- Improving our education - Strengthening external collaboration worldwide and - Strengthening internal collaboration and a shared identity Central elements of the goal of strengthen external collaboration worldwide are working with academic activities at the faculties integrated into all relevant parts of society in Denmark and abroad. In practice, UCPH supports mobility in the following ways: - The on-going establishment of funds and support to applicants applying for international stays abroad. - 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. - UCPH focuses strongly on international recruitment, among other things, through significant recruitment drives at major international conferences. - Like a number of national funds, UCPH 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 UCPH.		

19. Recognition of qualifications (Code)

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
[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.]	Introduction of tenure track at UCPH and the introduction of initiatives supporting the professional career as researchers are among other things in the pipeline as it is recognized that these fields could be further improved at UCPH. UCPH is thus about to launch a project focusing on specific career development and recruitment for researchers, see draft Action Plan. *KU is evaluated on the International ranking lists…. KUs kinesiske universitet Samarbejdsaftaler med udenlandske universiteter*		

20. Seniority (Code)

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Circular on Job Structure for Academic Staff at Universities of 13 June 2007, and in the appendix Notice on Job Structure for Academic Staff at Universities.	The rules set down in the UCPH assessment guidelines describes how the committee should assess each applicant on amongst other things within the following: • Presentation of relevant extracts from the curriculum vitae • Assessment of research qualifications • Assessment of teaching qualifications • Assessment of communications qualifications • Assessment of other qualification requirements (as stipulated in the specific vacancy announcement) • Overall assessment of the applicant. Thus it is recognized that the choice of the best qualified is to be found through an overall assessment of all the candidates in relation to science teaching and personal skills. The best qualified will not always be the same as the applicant who collected the largest number of publications, although it might well be the case.		

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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. .	The 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 criterion in the assessment. Introduction of tenure track at UCPH and of initiatives supporting the professional career as researchers are among other things in the pipeline as it is recognized that these fields could be further improved at UCPH.		

22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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. 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.	The qualifications described in relation to the various positions in the job structure are at PhD or corresponding level. All staff holding a position in accordance with the Circular on Job Structure for Academic Staff at Universities has been assessed and is deemed to have the appropriate academic qualifications. A key element in planning skills development is the annual performance and development review (MUS), at which the researcher and her/his immediate line manager draw up a development plan that focuses on skills development and well-being.		

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.			
Relevant legislation (permitting or impeding the implementation of this principle)	**Existing Institutional rules and/or practices**	**Actions required**	**When/Who**

UCPH has a statutory Working Environment Organization and Working Environment Committee in accordance with the **Danish Working Environment Act of** 2 November 2010. The Act contains provisions which implement EU-legislation.	All companies are obliged to have an occupational health and safety organisation that is responsible for ensuring a good working environment in the workplace. The organization consists of health and safety groups and committees. At the internal web more information about the responsibilities, roles and tasks for which the various units and employees in the occupational health and safety organization are responsible. The University's Occupational Health and Safety Organisation consists of close to 400 managers and employees. The individual faculties decide the structure of the organization matching the way UCPH is organized. **Ministerial Order on the Performance of Work of 17 June 2004, part 2** stipulates that a mandatory workplace assessment should be carried out every third year which appraises the working environment and describes problems relating to the working environment and which leads to an action plan. Development of modern laboratories are an integrated part of the planning of new buildings and restoration of existing buildings. The Health and Safety Committee at UCPH (AMKU) and the Central Liaison has produced "Health and safety policy for the University of Copenhagen." The policy is included in the personnel policy handbook for the university. UCPH concludes agreements on resource allocation as part of the contractual relations.		

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid,*inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
http://bm.dk/da/Love%20og%20Regler/ Gaeldende%20love%20og%20regler/ Arbejdsret.aspx#	The personnel policy - developed in coorporation between representatives of amongst others the researchers in the General Collaboration Committee, is under constant review. View: "De personalepolitiske principper og den personalepolitiske håndbog". "General Collaboration on UCPH focus on that its role is to develop cooperation at the workplace. This is done in a trustful dialogue between managers and employees at the annual meetings both taking into account which themes that must be dealt with, but also discusses topics that are of particular interest from an employee and management point of view at the University, such as mergers and economy. Main Liaison Committee is responsible for determining KU's personnel policies and related personnel policy guidelines for the entire University.		

25. Stability and permanence of employment

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
Circular on Job Structure for Academic Staff at Universities of 13 June 2007, and in the appendix Notice on Job Structure for Academic Staff at Universities. Act on Fixed-termed employment.	UCPH focuses continuously on the legislation and employment rights for fixed-term employees. In the fall 2012 Rector announced a commitment to increase the number of non-fixed-termed employees as part of the efforts to ensure researchers more stable employment ship. Furthermore the awareness and compliance of this legislation is continuously ensured by optimizing of recruitment procedures, administrative work-flows and organizational learning processes across faculties and departments.		

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

Consolidation Act on an Employer's Obligation to Inform Employees of the Conditions Applicable to the Employment Relationship of **Act on Fixed-termed employment of 28 May 2003.** **Act on Part time employment of 7 June 2001 and 10 June 2002.** **Danish Act on the Prohibition of Discrimination in the Labour Market of 16 December 2008.** **Etc. See more at** http://bm.dk/da/Love%20og%20Regler/Gaeldende%20love%20og%20regler/Arbejdsret.aspx#	The awareness and compliance of this legislation is continuously ensured by optimizing procedures, administrative work-flows and organizational learning processes across faculties and departments.		

27. Gender balance

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

Act on Equal Treatment of Men and Women as regards Access to Employment etc.	The Board of UCPH adopted in the spring of 2008 an action plan for diversity: "More women in research and management".		
	The Action Plan was adopted in order to increase diversity through increasing the number of female applicants and thus numbers of women in research positions at the UCPH (primarily the number of associate professors and professors). The action plan was launched with effect from 1 July 2008 and expired at the end of June 2013. The number of female FTE professors has increased from 82,5 (2008) to 146,5 (2012) and the percentage of women among all professors has increased from 15,6 % to 20,6 % in the same period.		
	The internal guideline prescribes that the assessment committee and the appointment committees should have an adequate gender balance.		

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

	Leadership development at the University of Copenhagen. The University of Copenhagen aims at leadership to be exercised with the same degree of commitment and professionalism as the University's core tasking: research and education. As part of these programs leaders are trained in general HRM. UCPH is about to launch a project focusing on specific career development and recruitment for researchers, see draft Action Plan.		

29. Value of mobility

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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

	Mobility, both geographical and sectoral is generally recognised in a Danish context. One of UCHP' strategic goals are to create an international working environment characterised by professionalism, diversity, flexibility, responsibility and cooperation. A central element of the UCHP strategy 2016 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." In practice, UCPH supports mobility in the following ways: - 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. - UCPH focuses strongly on international recruitment, among other things, through significant recruitment drives at major international conferences. - Like a number of national funds, UCPH 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. Another primary source of mobility between the private sector and UCPH is assistant professorships.		35

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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.	Leadership development at the University of Copenhagen. The University of Copenhagen aims at leadership to be exercised with the same degree of commitment and professionalism as the University's core tasking: research and education. As part of these programs leaders are trained in general HRM. UCPH is about to launch a project focusing on specific career development for researchers, see draft Action Plan.		

31. Intellectual Property Rights

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

LBK nr 202 af 27/02/2010 Gældende (Ophavsretsloven) Offentliggørelsesdato: 09-03-2010 Kulturministeriet, LBK nr 104 af 24/01/2012 Gældende (Opfinderloven) Offentliggørelsesdato: 01-02-2012 Erhvervs- og Vækstministeriet Og LBK nr 210 af 17/03/2009 om Bekendtgørelse af lov om opfindelser ved offentlige forskningsinstitutioner, Ministeriet for Forskning, Innovation og Videregående Uddannelser.	At the internal portal "The Research Portal" the rules and regulations, and rights are described for all researchers https://intranet.ku.dk/research/Pages/default.aspx

32. Co-authorship

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

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
	At the internal portal "The Research Portal" the rules and regulations, and rights are described for all researchers **https://intranet.ku.dk/research/rcr/publication/Pages/default.aspx** http://hr.ku.dk/strategi_og_projekter/ledelsesudvikling_ku/final2_ku_ledelse_folder_2sidet_low.pdf/ Integrated in the leadership model is on-going dialogue between researchers (colleagues and managers) on strategies of publication, practices and procedures to provide researchers with understanding of strategic frameworks of publications and thus recognition of their work. Research leaders are trained in general HRM and thus in awareness of the importance of these dialogues, see for instance p. 19		

33. Teaching

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
The requirements of recruitment of academic staff are described in the **Circular on Job Structure for Academic Staff at Universities of 13 June 2007,** and in the appendix N**otice on Job Structure for Academic Staff at Universities.**	The Strategy 2016 of UCHP focuses on three specific areas' • Improving our education • Strengthening external collaboration worldwide and • Strengthening internal collaboration and a shared identity Education at UCPH is research-based and as part of the Strategy 2016 additional potentials have been identified. Didactic tolls are being developed as part of the strategic initiatives As a mandatory part of the Assessment Committees work the teaching experience of the applicants should be described in a teaching porte folio in the application.		

34. Complains/ appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

Principles of corporation and consultation are a fundamental part of the so called "Danish Model". In Denmark, pay and working conditions are typically laid down by collective agreements concluded between trade unions and employers' organisations. This system of labour market regulation is referred to as the Danish Model. The Danish Model is characterised by the fact that it is the social partners themselves that determine the rules of the game on the labour market. The philosophy is that the social partners are in the best position to know what the problems on the labour market might be. This means that they will also be the best at finding quick solutions and adapting to the current challenges on the labour market. Representative of the employees are a vital element in this model, see The General Collaboration Agreement.	The basic principles and guidelines are formulated by the **Personnel Policy Committee** under the framework of **The General Collaboration Committee.** Conflicts and disputes should be solved through dialogue and mutual information through the general collaboration at the workplace. General Collaboration helps to ensure the development of cooperation between management and employees. This is achieved by mutual information, discussing and defining guidelines for labor and personnel issues, rationalization and restructuring projects, new technology, training activities and workplace financial situation. The University's personnel policy is set out in **The Personnel Policy Handbook** as a result of such consultation. It consists of two interrelated parts: Personal Policy at the University of Copenhagen: Basic Principles 2008-2012: and a series of personnel policy guidelines that give more details on the basic principles that apply to areas where the management and employees feel that a specific general policy is required. UCPH has several information, consultation and decision-making bodies: HSU, FSU og LSU. As a new initiative a "Senat" has been launched in order to have a forum to launch ideas and discussion of more principal matters. The Senate shall be the organ where staff and students from all faculties can come up with ideas and criticism to senior management. A responsive management creates better and more legitimate decisions at the university.		

35. 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.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

According to the **Cooperation Agreement** in the public a trusting cooperation between management and employee representatives presupposes that they handle their function in mutual respect for each other's roles and keep each other informed about substantial matters of importance to the workplace in order to positively contribute to the development of the workplace. Act on a general framework for informing and consulting employees at the work place.	The basic principles and guidelines are formulated by the **Personnel Policy Committee** under the framework of **The General Collaboration Committee.** Principles of corporation and consultation are a fundamental part of the so called Danish Model. And The University's personnel policy is set out in **The Personnel Policy Handbook** as a result of such consultation. It consists of two interrelated parts: Personal Policy at the University of Copenhagen: Basic Principles 2008-2012: and a series of personnel policy guidelines that give more details on the basic principles that apply to areas where the management and employees feel that a specific general policy is required. UCPH has several information, consultation and decision-making bodies: HSU, FSU og LSU. At every department there is a "Department Council" (Institutråd.) As a new initiative a "Senat" has been launched in order to have a forum to launch ideas and discussion of more principal matters. The Senate shall be the organ where staff and students from all faculties can come up with ideas and criticism to senior management. A responsive management creates better and more legitimate decisions at the university.		

IV. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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.	Leadership development at the University of Copenhagen. The University of Copenhagen aims at leadership to be exercised with the same degree of commitment and professionalism as the University's core tasking: research and education. As part of these programs leaders are trained in general HRM. UCPH is about to launch a project focusing on specific career development for researchers, see draft Action Plan.		

37. Supervision and managerial duties			
Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.			
Relevant legislation (permitting or impeding the implementation of this principle)	**Existing Institutional rules and/or practices**	**Actions required**	**When/Who**

	Training of supervision and related mentor activities are part of the future action plan at UCPH, "Careers for researchers at UCPH." UCPH is thus about to launch a project focusing on - among other things - specific career development for researchers, see draft Action Plan. As part of the leadership programs at UCPH research leaders are trained in general HRM including individual dialogues with the researchers. The research leaders are thus responsible of creating a fruitful working environment where senior researchers can act as mentors and career advisors for younger researchers.		

38. Continuing Professional Development Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.			
Relevant legislation **(permitting or impeding the implementation of this principle)**	**Existing Institutional rules and/or practices**	**Actions required**	**When/Who**

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.	For some years UCPH has set up systems to report on the practice of the individual development reviews. Performance and development reviews (PDRs, Danish: MUS) help give managers and staff a common picture of current and future tasks and provide a good basis for ensuring wellbeing and development in the workplace. At UCPH it has been decided that everyone should be offered a performance and development review once a year. All the different forms of reviews are focused on the future and on development, both skills development and finding the best possible match between skills and challenges. The latter ensures that the employees' skills are used well and increases job satisfaction. However, job satisfaction also depends on good cooperation with colleagues and the manager. To ensure that the performance reviews are held with the right person and to the greatest possible benefit for both parties, it is important that the parties clarify locally who will hold reviews with whom and, for the managers, what degree of decision-making power comes with this responsibility. UCPH aims at leadership to be exercised with the same degree of commitment and professionalism as the University's core tasking: research and education. As part of these programs leaders are trained in general HRM and UCPH has just launched a special project focusing on specific career development for researchers, see Action Plan.		

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

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.	For some years UCPH has set up systems to report on the practice of the individual development reviews. Performance and development reviews (PDRs, Danish: MUS) help give managers and staff a common picture of current and future tasks and provide a good basis for ensuring wellbeing and development in the workplace. At UCPH it has been decided that everyone should be offered a performance and development review once a year. All the different forms of reviews are focused on the future and on development, both skills development and finding the best possible match between skills and challenges. The latter ensures that the employees' skills are used well and increases job satisfaction. However, job satisfaction also depends on good cooperation with colleagues and the manager. To ensure that the performance reviews are held with the right person and to the greatest possible benefit for both parties, it is important that the parties clarify locally who will hold reviews with whom and, for the managers, what degree of decision-making power comes with this responsibility. UCPH aims at leadership to be exercised with the same degree of commitment and professionalism as the University's core tasking: research and education. As part of these programs leaders are trained in general HRM. UCPH is about to launch a project focusing on specific career development for researchers, **see draft Action Plan**.		

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who
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.	The General Collaboration Committee at UCPH has recently discussed the launching of a general practice, implying that managers has to report, who has development plan review with whom. Recently it has been discussed how the follow up on the work place assessments can include the practice of the individual development reviews. To ensure that the performance reviews are held with the right person and to the greatest possible benefit for both parties, it is important that the parties clarify locally who will hold reviews with whom and, for the managers, what degree of decision-making power comes with this responsibility. UCPH is about to launch a project focusing on specific career development for researchers, see draft Action Plan.		