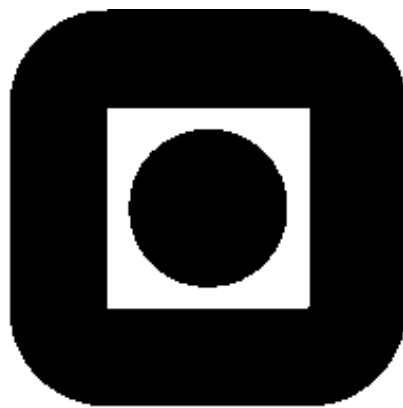


Institutional pay policy for NTNU



Revised in the autumn of 2000 and considered and approved at the SESAM meeting on 15 September 2000.

Revised on 16 October 2000 with minor amendments in sections 5.3.2 and 5.4.2.

Revised in the spring of 2001 and considered and approved by the parties at the SESAM meeting on 23 May 2001.

Revised in the summer of 2002. Considered and approved by the parties at the SESAM meeting on 22 August 2002.

Chapter 3 Grade structure revised in the spring of 2004 and approved by the parties on 30 June 2004.

Revised in the spring of 2005 and approved by the parties on 1 May 2005.

Revised in the autumn of 2007 and considered and approved at the SESAM meeting on 9 November 2007 (update in accordance with central adjustments in 2006).

Revision spring 2009 – spring 2010 and approved at the SESAM meeting on 23 June 2010.

Revision in the spring of 2017 and approved at the IDF SESAM meeting on 18 August 2017.

Revised in the autumn of 2017 and approved at the IDF SESAM meeting on 13 December 2017.

Revision of Section 4.9 Learning assistants and student assistants, approved in IDF SESAM on 24 April 2020 and 04. September 2020.



The units

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Our date:
22 August 2017

Our ref.:

Your date:

Your ref.:

INSTITUTIONAL PAY POLICY FOR NTNU - REVISION AS AT 13 DECEMBER 2017

A multipartite committee has revised the institutional pay policy at NTNU.

The committee was given the following mandate for the work:

At this stage, the multipartite committee is to undertake a simplified revision of the institutional pay policy. This is in anticipation of negotiations between the parties at the central level on modernization and simplification of the pay and bargaining system in the State.

The committee is to consider which positions it would be appropriate to discontinue, maintain or establish in the institutional pay policy. The committee is to consider clarifying the different grade codes terms of the work description, qualification requirements and career paths. The committee is to incorporate a career path in the pay policy for the positions of “førstelektor” (associate professor with teaching focus) and “dosent” (professor with teaching focus).

Deadlines:

*Preliminary revision with updated references to the provisions of the Basic Collective Agreements:
By the end of June 2017*

The remaining work: By the 2017 year-end.

The main changes in the first revision in the autumn of 2017 were:

- Updated references to provisions in the Basic Collective Agreements
- Changes in Section 4.3 Librarian positions; ref. Case 42/14 dealt with by SESAM on 25 August 2014.
- Addition to Section 4.1: Training candidates.

The main changes in this most recent revision are:

- Harmonization with the new Act on Public Employees [Lov om statens ansatte mv.] in effect from 1 July 2017.

- Section 4.1. Apprentices/training candidates: Removed information about the disciplines for which NTNU has been approved as an in-service training establishment; replaced with a reference to the website of the vocational office [Opplæringskontoret].
- New guidelines for the use of code 1404 Professor – changes resulting from the Public Employees Act
- Changes in Section 4.4 Librarian positions
- Changes in section 4.5.2, pay scale 90.301 Engineer positions
- Changes in Section 4.8 Managerial positions, updated in accordance with NTNU's management regulations,
- The appendix on use of NTNU's pay policy in connection with implementation of the LØF project has been removed.

Guidelines from the previous revision:

Common to engineer and executive officer/coordinator positions: Absolute educational requirements have been removed; examples of work tasks and responsibilities for various positions are provided.

Miscellaneous: If a unit wishes to introduce positions other than those on which the parties have agreed in the institutional pay policy, this is decided in IDF SESAM after discussions with employee representatives in IDF LOSAM.

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1. OVERALL OBJECTIVES AND PRINCIPLES

In connection with human resources, NTNU's strategic plan, 'Knowledge for a Better World', states:

One of NTNU's great challenges is to recruit highly talented and motivated people to scientific and technical-administrative positions. In priority areas, we must seek staff members with expertise from internationally leading academic environments, and have suitable mechanisms for this. NTNU has a particular challenge in recruiting more women to technology and science.

If NTNU is to succeed in recruiting skilled staff, as well as in retaining and developing its employees, it is necessary to develop a relevant pay policy.

NTNU's pay policy has been prepared in collaboration between the civil service unions and the employer.

The parties have emphasized the following:

- NTNU's pay policy is based on the pay policy of the State as embodied in the Basic Collective Agreements (HTA) and in the special agreements concluded between the parties.
- NTNU's pay policy is to be practised in a context of positive and constructive collaboration between parties of equal status.
- The point of departure for NTNU's pay policy is an all-round view of pay determination and covers all income that NTNU's employees receive as a result of their employment at NTNU.
- NTNU's pay policy also uses pay as an active instrument in efforts to realize and implement approved strategies and goals. Any pay policy measures are taken into account in budgetary priorities and parameters.
- NTNU's pay policy may entail increased pay differentials. In addition to assessment criteria concerning the position and the person, the market and recruitment situation in the various fields of work may also result in greater differentiation.
- NTNU's local pay policy aims to promote equal pay as well as to protect the interests of temporary staff and employees on leave of absence. It is also part of the policy for seniors at NTNU.
- The parties agree that the assessment of individuals is best achieved as close to the individual's workplace as possible. For this reason, the parties wish to arrange the local discussions (preparatory negotiations) in such a way that the dialogue with the faculties is as binding as possible upon both parties.

2. PLACEMENT IN A PAY STRUCTURE

2.1. Criteria for assessment of positions

Before a position is advertised, a specific analysis of the responsibilities and work content of the position is to be undertaken based on certain criteria (*criteria for assessment of positions*). The aim is to achieve the correct placement with regard to the type of position, the grade designation, the grade code, and the salary level for the position.

Chapter 4 of the pay policy is used as the basis when the advertisement text is written. Also see the Staff Regulations

2.2 Content of the advertisement text

The advertisement text is to form the basis for assessment of the applicants.

2.3 Use of pay framework and pay range in the advertisement

Before the advertisement of a vacancy, the representatives of the unions for the operational unit in question (IDF LOSAM) are to be notified of the pay to be specified in the advertisement. The union representatives may require discussion of the placement of the position within the pay structure. Within three days, union representatives may request that the matter be settled by the immediately superior administrative unit of the organization. This is to take place after the matter has been discussed with the civil service unions of the representatives who requested the settlement (see section 2.5.5, 1 of the Basic Collective Agreements and Chapter 2 of the Local Pay Adaptation Agreement).

In the advertisement, indication of the normal pay is recommended.

In determination of the salary, efforts must be made to remove any gender-based pay differentials at all levels.

2.4 Salary determination in connection with appointment

The chair of the various appointing bodies is authorized to determine the placement of new employees in the pay structure in accordance with the information in the advertisement text, and may enter into negotiations on pay levels, within the framework specified in the announcement of the position.

2.5 Salary determination up to 12 months after appointment and on transition from temporary to permanent employment

In accordance with section 2.5.5, 3 of the Basic Collective Agreements, the employer must consider the placement of the employee's position within the salary alternatives for the position.

2.6 Salary determination in connection with reorganization and restructuring

Placement of positions within the pay system in connection with restructuring takes place in accordance with NTNU's 'Retningslinjer for [omstilling](#)' ['Guidelines for Restructuring'].

3. CHANGE IN SALARY/POSITION – CRITERIA AND PROCEDURE

The framework and the main guidelines for the local negotiations are determined by the central parties in the settlement of the Basic Collective Agreements — the Ministry of Local Government and Modernisation and the union confederations. The local negotiations are conducted in accordance with the provisions of the basic collective agreements in force and NTNU's institutional pay policy, set out in this document.

At NTNU, change in specified pay and/or change in the grade code may take place on the basis of two main principles stated in the Basic Collective Agreements (HTA) Section 2.5 'Local negotiations', 2.5.1 'Annual negotiations', 2.5.2 'Annual salary regulation for managers' and 2.5.3 'Special grounds'.

The negotiations are conducted on the basis of requirements put forward by the parties.

Claims from the individual employee are sent through the official channels and/or to his or her union.

Parties

NTNU as the employer is represented in the negotiations by the Rector or the person whom she/he authorizes. If any discussions ('preparatory negotiations') take place at the unit, the head of the unit or the person whom he/she authorizes is the party representing the employer.

The civil service unions are — in accordance with the provisions of the Basic Collective Agreements and the Act relating to public service disputes [Tjenestetvistloven] — the member unions of the union confederations, or branches of these.

General principles for conducting the negotiations

The parties agree that the negotiations are to be based on the following principles:

1. The employer and the employee representatives will meet as equal partners with a common understanding of how the criteria are to be understood and practised
2. The parties attend the meetings with representatives who have the necessary authorizations, qualifications and attitudes
3. All meetings and all information exchanged in connection with negotiations are strictly confidential. Only the final minutes, signed by the parties, are public

In other respects, activities in meetings should be limited by using informal channels, telephone, email, etc.

Pay adjustments for managers

At places of negotiation where the highest-ranking official has been excluded from the Basic Collective Agreements, the highest-ranking official may, by arrangement with the elected union representatives, decide pay adjustments for officials at the next-highest level who are covered by the Basic Collective Agreements. If the parties fail to agree, the dispute may not be appealed. The employer's final offer must then apply. Pay adjustments that are not covered by the centrally decided total amount must be covered by the budget of the organization concerned (see section 2.5.2., third paragraph of the Basic Collective Agreement).

At NTNU, the parties have defined the ‘next-highest level of management’ as including deans, the deputy university director, staff directors and faculty directors, directors of centres, and managers of Section 18 operations and the equivalent.

3.1 Annual negotiations (Section 2.5.1. of the Basic Collective Agreements)

3.1.1 Procedure

The annual negotiations are financed using the funds allocated by the central parties. NTNU may also provide funding from its own budget. The total amount available is to be distributed through the negotiations, based on the guidelines and principles laid down for the respective year's negotiations.

Before the start of the annual negotiations, a preparatory meeting must be held between the parties to review the basis for negotiation, the size of the amount to be distributed, and the principles of the Basic Collective Agreements. At the same meeting, the progress schedule with time limits for submission of claims, the schedule for meetings, etc. is to be agreed on.

Annual negotiations are negotiations concerning individual pay increases. The person holding the position will be considered for an adjustment in pay /change in position based on a comprehensive assessment, that is, both whether his or her position corresponds to the norm in relation to the duties and responsibilities inherent in the position and an assessment of how the employee performs these duties. In certain cases, it may be relevant to consider the adjustment in pay for several employees in relation to each other.

Annual negotiations are undertaken once per year and with effect from the date specified by the central parties.

3.1.2 Criteria for change in salary in connection with 'Annual negotiations'

A prerequisite for practising flexibility in the payroll system is that NTNU has *criteria* describing factors to be emphasized in connection with pay adjustments in local pay negotiations. A further prerequisite is that the criteria for determining pay are clearly formulated and that all employees are aware of the expectations for job performance and for the criteria for pay adjustment.

Employees in some positions have greater influence on their achievement of results than employees in other job categories in which the results achieved will depend on the work environment and other external factors. For this reason, determination of pay for the latter positions must be based to a greater extent on criteria for assessment of positions and structural arguments.

Part-time work, leave of absence to provide care, etc. must not delay the development in pay for the individual.

The criteria in the annual negotiations related to job performance are different between the university's two main groups – academic and technical/administrative positions. The goal for both groups, however, is to ensure that employees have the appropriate competence, and that they do a good job.

All employees are responsible for contributing to:

- supporting NTNU's objectives by managing, renewing and disseminating knowledge to benefit society,
- ensuring that quality, innovation, and outreach are hallmarks of NTNU,
- offering a working and learning environment that inspires and challenges — combining creativity, commitment to constructive problem-solving, and the capacity for critical assessment.

All employees are responsible for performing their duties in such a way that the interaction with colleagues and managers, as well as with users inside and outside the organization, is taken care of in the best possible way, and that emphasis is placed on:

- collaboration
- service-mindedness
- communication
- flexibility
- loyalty

3.1.2.1 Specific criteria for academic employees

NTNU is a university, which dictates that emphasis must primarily be on the scientific, educational, artistic and academic results achieved. Innovation and initiatives to disseminate information represent the next criterion.

The following section specifies the factors on which the assessment should be based:

Scientific, artistic and academic results:

- Publication and recognition of results nationally and internationally
- Participation in committees and as opponents in doctoral disputations, as well as invited lectures
- Doctoral graduates
- Editorial responsibilities, (co-)organizer of international conferences

Ranking in competitions, purchased works and the like.

Commitment to teaching:

- Teaching load, commitment to teaching, contribution to education quality
- Production of textbooks, compendia and other teaching materials
- Educational development activities
- Work with curricula
- Activities that help to improve the quality of study programmes and create a good learning environment

Dissemination activities

- Popularization through books, articles and lectures
- Interaction with the Press/media
- Analysis, assessment and coordination activities
- Interdisciplinarity
- Development of collaborative relationships internally and internally

Academic leadership/development of the organization:

- Activities that contribute to realization of NTNU's strategies and goals
- Activities that create good teaching and research environments, and generate results from other employees and students
- Position founded on the Basic Agreement/the Working Environment Act [Arbeidsmiljøloven], etc. Positions that have been particularly onerous and that have lasted for a considerable period so that they have been at the expense of academic recognition of merit, for example extensive academic leadership responsibilities, or substantial committee, coordination, analysis, assessment, and reporting duties. Activity that helps to create good relationships with other players in the community, etc.

- Activities that contribute to the application of research results in society, for example through business start-ups and new commercial activities
- Activities that help to procure external projects.

3.1.2.2 Specific criteria for technical and administrative employees

The following section specifies the factors on which the assessment should be based:

Job performance:

- performance of the job responsibilities and scope of work according to the position's requirements for (the requirements will vary from position to position):
 - performance of duties
 - the application of (professional)skills/knowledge of the discipline
 - results of the work
 - accuracy and quality
 - punctuality and reliability
 - productivity improvements in the form of job development
 - initiative and independence
- initiative in improving productivity and rationalization of job performance
- ability and willingness related to reorganization and change of work responsibilities / area of work

Contribution to the sense of community/development of the organization:

- Activities that contribute to development of the organization/sense of community
- Activities that contribute to realization of NTNU's strategies and goals
- Position founded on the Basic Agreement/the Working Environment Act, etc.
Positions that have been particularly onerous and that have lasted for a considerable period so that they have been at the expense of career development, for example, considerable committee work, coordination, analysis, assessment, and reporting duties, etc.

Developed job-related skills:

- through new fields of work/responsibilities
- through continuing and further education, and/or other organized courses/training, completion of a degree

3.1.2.3 Specific criteria for managers

For managers, job performance is assessed with regard to whether the manager has:

- Good cooperation and leadership attributes
- Good administrative and strategic skills
- Good human resources management and good financial management
- The ability to communicate, listen, and motivate employees
- Experience from and sound knowledge of organizational development processes
- A consistent and coherent view of the organization, and helps to develop this
- The ability to motivate, inspire and develop employees
- The ability to work independently with a focus on results
- Contribution to developing internal communication, participation and codetermination
- Ability to create a good working environment
- Results achieved in the area of responsibility

3.2 Negotiations on special grounds (Section 2.5.3 of the Basic Collective Agreements)

General provisions

At any time, the employer and the civil service unions may submit claims to be considered in accordance with the section on special grounds in the Basic Collective Agreements.

These negotiation issues are considered on an ongoing basis in scheduled negotiation meetings. The claims are submitted two weeks before the meeting in question, and the meetings must normally be convened with 2 weeks' notice.

Urgent matters may be considered between these meetings. Negotiation meetings under this section in the Basic Collective Agreements must normally be convened with one week's notice.

Claims under Section 2.5.3 1a of the Basic Collective Agreements

Procedure

Claims may be submitted by the employer or by the civil service unions.

Claims from employees are submitted through the civil service unions or the immediate superior. In the latter case, the claim is sent through the official channels to the Director of the Human Resources Division. Each level in the official system may refuse the claim.

Information

Requests to start negotiations in terms of this section must include the following information:

- The position in question
- Details of the location
- Current placement in the pay structure (pay scale, code, annual salary with alternative specification for those in the pay framework)
- Person holding the position
- Original work description (With the advertisement text or work description back to the last change, if applicable, as an attachment)
- Description of the current responsibilities and duties for the position
- Description of the changes, with reasons for the claim
- Proposal for new placement (pay scale, code, annual salary with alternative specification for those in the pay framework)

Evaluation

The point of departure for negotiations on special grounds is whether there have been significant changes in the conditions that formed the basis for determination of the pay and grade code for the position; see 2.1. This includes taking into account changes that have taken place gradually and over time.

Claims under Section 2.5.3 1b of the Basic Collective Agreements

Negotiations may be initiated in cases in which efficiency measures have been implemented without a productivity agreement, but which have resulted in gains that satisfy the requirements for entry into such an agreement (see Section 2.5.3 1b of the Basic Collective Agreement)

Agreement to grant a time-limited or permanent change in salary – Section 2.5.3, 2 of the Basic Collective Agreements

By arrangement with the elected union representatives, a time-limited or permanent pay adjustment may be granted when there are special difficulties in recruiting or retaining specially qualified staff. It is also possible to agree on a pay adjustment for employees who have made extraordinary work

contributions. See NTNU's policy for seniors, which specifies inter alia that for seniors such promotion does not limit the potential to submit pay claims in local negotiations.

If the parties fail to agree, the dispute may not be appealed. The employer's final offer must then apply. (See Section 2.5.3, 2 of the Basic Collective Agreements).

Such cases are considered on an ongoing basis in negotiation meetings arranged for this purpose. Urgent matters may be considered between these meetings.

Claims under Section 2.5.3, 3 of the Basic Collective Agreements

When there is no explanation other than gender for documented differentials in pay, the employer must correct the pay differentials in consultation with the employee representatives. This is on the agenda at one negotiation meeting per year at NTNU.

4. THE GRADE STRUCTURE AT NTNU

NTNU uses a selection of the grade codes that are available. The intention is to use the same grade codes for comparable duties and responsibilities at the university, and to reduce the potential for undesirable changes in the pay relationships after the central adjustment settlement. The selection of grade codes that should normally be used at NTNU is described below.

In special cases, it may be necessary to use codes other than those specified below. The code to be used must then be determined according to the circumstances of each case in IDF SESAM, after discussions with employee representatives in IDF LOSAM.

The comprehensive list of codes that may be used for appointments in the State is described in the pay structure booklet (Lønnsplanheftet), which is an annex to the Basic Collective Agreements for the Civil Service. The pay structure booklet also provides detailed information about the potential pay alternatives for each grade code.

Below, each grade code is discussed in further detail with the work description and qualification basis (theoretical and practical) for each grade code. This also illustrates the career opportunities for the individual.

When the qualification basis specifies *university/university college education at second-degree level*, this means a higher degree (subject at second-degree level/master's degree), 'magister' degree (second-cycle degree), degree awarded by a specialized university institution, or the equivalent. For further definition, [See Statens personelhåndbok \(SPH, the Personnel Handbook for State Employees, in Norwegian\) 7.3.5 § 5c](#). *University and university college education at first-degree level* means education at bachelor's degree level or the equivalent (for example 'adjunkt' — secondary education teacher with a bachelor's degree).

VARIOUS TYPES OF MANAGEMENT AND COORDINATION RELATED TO POSITIONS AT NTNU

Because of NTNU's size and complexity, there are many management functions, which makes it difficult to link them to specific positions. For precisely this reason, it is important that the *leadership role* is presented clearly and specifically for each position to which it applies.

With respect to management functions, the parties distinguish between the concepts of 'human resources management' and 'work management'.

Work management refers to the authority to *manage, assign and control* tasks performed by several people. This includes practical arrangements, coordination, professional quality assurance, liaison functions, and the like. In this context, the work manager may have duties in the areas of teaching and research, laboratories and workshops, the service and maintenance section, clerical and administrative procedures, etc.

Certain work managers may also be assigned responsibility for employee development and appraisal interviews.

A human resources manager has the same duties as a work manager. In addition, the human resources manager will be responsible for personnel matters ('the difficult conversation') and for allocating resources within his or her own unit.

A human resources manager or work manager will always need to have professional qualifications in relation to the discipline or function in question, while in principle the general qualification requirements for management or coordination will be independent of the area. However, these requirements must match the proportion of the position that involves management. Typical qualification requirements that may be weighted differently depending on the specific situation may include:

- Good cooperation and leadership attributes
- Good administrative and strategic skills
- The ability to communicate, listen, and motivate employees
- Experience from and sound knowledge of organizational development processes
- A consistent and coherent view of the organization, and helps to develop this
- The ability to develop employees
- The ability to work independently with a focus on results
- Contribution to developing internal communication, participation and codetermination

In some cases, pay for human resources management or for work management will have been taken into account in connection with the advertisement of the position. In other cases, such additional functions will be a natural part of the responsibilities for the position, without requiring a special pay supplement. In addition, it will sometimes be possible to implement a change in the position and/or salary through Section 2.5.3 negotiations in the normal way, if there is a basis for this.

4.1 Apprentices/training candidates

4.1.1 Apprentices/training candidates

Pay scale 90.910 Apprentices/training candidates

Apprentices with a contract of apprenticeship are appointed under grade code 1362, training candidates under grade code 1446, both in pay scale 90.910. The pay level is determined as a percentage of the starting pay for workers with a trade certificate [fagbrev] under the Act concerning Industrial Training (currently Code 1203, LR 11):

Apprentices in disciplines that follow the main model involving two years in the enterprise are compensated as follows:

1st half-year – 30% 2nd half-year – 40% 3rd half-year – 50% 4th half-year – 80 %

NTNU has its own vocational office for apprentices and training candidates. For a list of the subject areas in which NTNU has been approved as an in-service training establishment in, see the website for the vocational office (Opplæringskontoret).

Code 1362 Apprentice

Work description: Practical and theoretical training for a specific discipline. Apprentices follow the curriculum for the discipline. The apprenticeship period is usually two years; certain disciplines have a longer apprenticeship period. The apprenticeship period consists of a 50% training component and a 50% productive component. The work is headed by a manager in the discipline and an instructor/supervisor.

Qualification basis: Upper secondary level 1 and upper secondary level 2 from the upper secondary school. The County Authority must approve contracts for apprenticeship and training.

Code 1446 Training candidate

Work description: A training candidate signs a training contract with the aim of taking a less extensive examination than a trade or journeyman's examination (competence examination). A training candidate works toward the goal of a vocational training certificate. A vocational training certificate is less extensive than a trade or journeyman's certificate. The learning period lasts 1-4 years.

Qualification requirements:

A training candidate signs a training contract with an in-service training establishment. There is no requirement for having passed subjects in upper secondary school. It is possible to get a training contract immediately after completing lower secondary school, and there is no upper age limit.

4.2 ACADEMIC POSITIONS

4.2.1 Teaching and research positions

Pay scale 17.510 Teaching and research positions

Code 1007	Høgskolelærer (University College Teacher)
Code 1009	Universitetslektor (Assistant Professor at a university)
Code 1011	Førsteamanuensis (Associate Professor)
Code 1198	Førstelektor (Associate Professor)
Code 1532	Dosent (Professor)
Code 1013	Professor
Code 1404	Professor

Note:

Code 1010 Amanuensis (Assistant Professor) is not used for new employees. Those who have already been appointed to this position continue in the position until they qualify for promotion to førsteamanuensis (associate professor).

Code 1007 University College Teacher is used only in exceptional cases; see below.

Code 1084 Research Assistant and **Code 1085 Research Assistant** are not used for new appointments at NTNU; exceptions to this are considered by SESAM

General:

Research and teaching positions constitute the academic backbone of NTNU. Good teaching must be based on up-to-date knowledge and must inspire involvement and enthusiasm.

The Ministry has specified the guidelines to be used as the basis for appointment to academic positions under pay scale 17.510 – Teaching and Research Positions in the Regulations concerning appointment and promotion to teaching and research positions ([‘the Regulations’](#)):

An element common to all these positions is that the focus in the advertisement and appointment process is on academic requirements, with emphasis on teaching qualifications and personal aptitude, but with some variance in the weighting for the different job categories and subject areas. The Board has adopted staff regulations for academic positions in which this is described in more depth.

Also see the work description for Universitetslektor (Assistant Professor at a university), Code 1009 and Førstelektor (Associate Professor), Code 1198.

In certain subject areas and disciplines, by virtue of NTNU’s diversity, it will be necessary to emphasize artistic qualifications on an equal footing with academic qualifications. This will primarily be relevant in teaching and research positions, and must be emphasized in connection with the respective advertisement and expert assessment.

For new appointments in the research and teaching positions of universitetslektor (assistant professor at a university), postdoctoral fellow, førsteamanuensis (associate professor) and professor that require specialized competence approved by the Norwegian Psychological Association, the person holding the position must be placed at least five salary grades above the relevant basic grade in the salary range for the grade code in question.

Guidelines in force for allocation of work time to research and teaching at NTNU at 30 November 2007 for Code 1011 Associate Professor and Code 1013 Professor

The principle of research-based teaching is to be fundamental at NTNU. This means that teaching must be based on up-to-date knowledge in the subject area; teaching staff must include and disseminate results from their own and others' research in their teaching.

For academic employees in combined research and teaching positions, the primary responsibilities are teaching and research. Additional duties include dissemination of research, administration, etc. As a general rule, individual academic staff members should, over time, have an equal work contribution in research and teaching when other duties are deducted from the calculation. The fundamental character of the position assumes that dissemination and administration constitute a limited component. To meet the needs of the unit and the department, the primary duties may be disproportionately distributed for limited periods. It should be possible to presuppose individual flexibility at the same time as the needs and prerequisites of the individual employee are met. If the employee's research duties cannot be fulfilled, the head of the unit may assign other duties within the scope of the work requirement. Research sabbaticals are a possibility available to academic staff for conducting research full-time and for updating their knowledge of the subject area. This is excluded from the distribution of normal working hours.

The qualification requirements are partly embodied in regulations and partly in academic traditions. In addition, it must be emphasized that artistic qualifications are on an equal footing with academic qualifications in certain subject areas.

The Museum of Natural History and Archaeology (VM) has responsibilities related to scientific collections and dissemination. These circumstances will not be elucidated further in the work description for the positions below, but such responsibilities will be assigned to positions at the museum.

The Faculty of Medicine and Health Sciences (MH) has academic employees in combined positions who have responsibilities related to clinical activities at the university hospital. The teaching component can therefore be replaced entirely or partially with clinical work in which such responsibilities are assigned to the positions. These factors will not be elucidated further in the work description for the positions below.

A greater degree of academic leadership, initiative for research projects, stimulation of recruitment to the subject area, and external academic collaboration is expected from the professor group compared with the other groups of academic positions.

Career path for teaching and research positions

The 'Regulations' also include provisions on promotion to professor, dosent (professor), førsteamanuensis/førstelektor (associate professor), and høyskolelektor (assistant professor at a university college):

Universitetslektor (assistant professor at a university) – førsteamanuensis (associate professor) – professor

Universitetslektor (assistant professor at a university) – førstelektor (associate professor) – dosent (professor)

Such promotion is personal and has no consequences for the duties of the person holding the position unless otherwise agreed; see "the Regulations"

Code 1007 University College Teacher

Work description:

Responsibilities of the position will normally be related to teaching and possibly museum outreach activities that are not related to the ordinary activities. The right or duty to undertake research is not a standard component of appointment as a university college teacher. However, full-time employees will normally be able to use teaching-free periods to update their knowledge of the subject area.

Qualification basis (from the Regulations):

(1)

- a) Four years of higher education, of which at least two years within the subject area in which the person concerned is to teach
- b) Relevant work experience

or

(2)

Three to four years of higher education with some specialization in an area of the arts or equivalent documented knowledge

and

- (3) Documented competence in relevant educational theory and practice based on training or on teaching and supervision.'

Code 1009 Universitetslektor (Assistant Professor at a university)

Work description:

The position's responsibilities will be related to teaching and possibly museum outreach activities. The right or duty to undertake research is not a standard component of appointment as a universitetslektor (assistant professor at a university). However, full-time employees will normally be able to use teaching-free periods to update their knowledge of the subject area. Normally, 20% of the time in a position as universitetslektor may be used for research and development, including updating knowledge in the subject area.

If, in connection with a position as førsteamanuensis (associate professor) it is not possible to find an applicant with full competence or to achieve satisfactory competence through a temporary appointment, undertaking a temporary appointment as universitetslektor pursuant to the legislation in effect may be considered (see Section 5 of the regulations for the Civil Service Act [Tjenestemannsloven]).

Qualification basis (from the Regulations):

Higher degree from a university, university college or the equivalent

relevant research qualifications above the level of a higher degree and/or relevant professional practice

or

Documented recognized artistic activities or experimental development work of a certain scope

Education at the highest level in a field of art from Norway or equivalent education from abroad or equivalent documented knowledge

and

Documented competence in relevant educational theory and practice based on training or on teaching and supervision.

Code 1198 Førstelektor (Associate Professor)

Work description:

Appointment to the position of førstelektor (Associate Professor) is to be based on documentation of both teaching and academic/professional qualifications. In certain subject areas, considerable weight is also attached to artistic activities. Weighting of the different criteria may vary according to the institution's responsibilities and activities. Normally, 20% of the time in a position as førstelektor may be used for research and development, including updating knowledge in the subject area.

Qualification basis (from the Regulations):

(1) Documented extensive research and development work corresponding in quality and scope to the workload and level of a doctoral thesis

or

(2) Documented extensive artistic development work corresponding in quality and scope to the workload and level of a doctoral thesis

and

(3) Considerable importance must be attached to specific qualifications within teaching or other educational activities

and

(4) Documented competence in relevant educational theory and practice based on training or on teaching and supervision.

Code 1532 Dosent (Professor)

Work description:

Research, dissemination of research, teaching and administration.

Qualification basis (from the Regulations):

a) Extensive documented research and development work at a high level within the professional field concerned

b) Documented extensive educational development work and other pedagogical activities of high quality

c) In addition to the above, high-level qualifications in one or more of the following areas:

- Management of research and development projects

- Interdisciplinary cooperation and network building

- Extensive cooperation with industry and with civil society on the development of educational provision and research and development activities

- Extensive cooperation with cultural institutions on the development of educational provision and research and development activities

- Professional experience of a particular nature and relevance from industry and civil society

- Professional experience of a particular nature and relevance from cultural institutions

- Development of scientific collections

and

(2) Documented competence in relevant educational theory and practice based on training or on teaching and supervision

Code1011 Førsteamanuensis (Associate Professor)

Work description:

Research, dissemination of research, teaching and administration.

Qualification basis (from the Regulations):

(1) Norwegian doctoral degree in the subject area concerned or a corresponding foreign doctoral degree recognized as equivalent to a Norwegian doctoral degree or competence at a corresponding level documented by academic work of the same scope and quality

or

(2) Completed recognized programme of artistic development in the subject area concerned or documented artistic activities or development work at a high international level and with a specialization relevant for the subject area or discipline

and

(3) Documented competence in relevant educational theory and practice based on training or on teaching and supervision

Code 1013 Professor

Professor is the highest ordinary teaching and research position at the University.

Work description:

Research, dissemination of research, teaching and administration.

Qualification basis (from the Regulations):

(1) Academic level conforming to established international or national standards

or

(2) Extensive artistic activities at the highest level conforming to international standards and relevant breadth and specialization at the highest level of the subject or discipline

and

(3) Documented competence in relevant educational theory and practice based on training or on teaching and supervision

Code 1404 Professor (from the Ministry's guidelines in a letter dated 14 November 2017 for the use of grade code 1404)

Work description:

Professor for academic management, grade code 1404, can be used only after approval from KMD [the Ministry of Local Government and Modernisation]. Appointment in code 1404 for a fixed term of years is not possible under the Public Employees Act.

Qualification basis:

Declared competent as professor based on expert assessment. Considerable ability in academic leadership, including a high level of academic integrity, ability in academic collaboration, development of the academic environment, as well as ability and interest in dissemination of research results.

In themselves, an excellent academic contribution and academic authority do not constitute an adequate qualification basis.

4.2.2 Additional positions

A temporary appointment constituting up to 20 per cent of an academic position may be used.

Use of additional positions at NTNU

a. Additional positions are primarily to be used to obtain expertise in specialized subject areas. They are also intended to contribute to the establishment of national and international networks with the aim of developing and strengthening academic activity.

The positions may also be used as a means to realize strategic objectives such as development, establishment and advancement of new subject and research areas, including teaching, and to realize the goal of improved gender balance in academic positions.

b. Additional positions for professionals whose main employment is in business and industry, the school system, the *public health service*, or other private- or public-sector organizations are fixed-term positions lasting up to five years. Appointments for several periods are possible. The prerequisites for this are a thorough assessment of the position's importance to the relevant academic environment and to the institution as a whole, and completely satisfactory performance of the job in the previous period by the person holding the position.

Qualification basis:

Through 'Staff regulations for academic positions', the Board has resolved that adjunct ('II') positions are to be treated in accordance with the corresponding provisions, including equivalent qualification requirements. An exception is the provision that the chair of the appointments board may undertake appointments.

4.2.3. Researcher positions

Pay scale 90.400 Researcher

Code 1108	Researcher Professor at a university])	(salary level corresponding to universitetslektor [Assistant
Code 1109	Researcher	(salary level corresponding to førsteamanuensis)
Code 1183	Researcher	(salary level corresponding to professor)

Work description:

The work description will depend on the projects with which the person in question is associated. Compared with teaching and research positions under pay scale 17.510, these research positions will have considerably fewer or no teaching-related responsibilities. The work description will also vary according to the qualification requirements for each position.

Qualification basis:

The natural point of departure will be the professional/academic level required for the parallel positions of amanuensis (assistant professor), førsteamanuensis (associate professor) and professor for the respective researcher codes 1108, 1109 and 1183.

Promotion based on competence:

Researchers appointed under code 1109 to a permanent government position/fixed-term position have the opportunity to apply for promotion based on competence to the higher code 1183 (Guidelines – PM No. 3/96).

4.3. RESEARCHER TRAINING POSITIONS

Pay scale 17.515 Researcher training positions

Code 1018	Research Assistant
Code 1019	Research Assistant
Code 1020	Research Assistant
Code 1017	Doctoral Research Fellow
Code 1378	Doctoral Research Fellow
Code 1352	Postdoctoral Fellow

General: The position of research assistant has a clear content of academic/teaching/laboratory assistance in various contexts, but with no right or duty to undertake research. Research fellowships are reserved for employees taking part in organized research training aimed at a doctoral degree.

Basic academic competency is required for both positions. [The Ministry of Education and Research has established Regulations for conditions of employment for research assistants \(vitenskapelig assistenter\) and research fellows https://lovdata.no/dokument/SF/forskrift/2006-01-31-102](#)

Postdoctoral fellow is a fixed-term position created to improve recruitment to top academic positions.

The Ministry of Education and Research has established the Regulations for conditions of employment for postdoctoral fellows <https://lovdata.no/dokument/SF/forskrift/2006-01-31-102>

Note:

Code 1378 Doctoral Research Fellow is not normally used.

Code 1018 Research Assistant

Code 1019 Research Assistant

Code 1020 Research Assistant

Work description:

The duties and responsibilities are intended to provide an opportunity for insight into academic work and methods. A research assistant will normally be assigned duties involving assistance in research, teaching, and laboratory work. The work must not be of a nature that requires research training. In accordance with the 'Guidelines for appointment' established by the Ministry of Education and Research, research assistants are appointed for up to two years.

Qualification basis:

Placement in the various grade codes for research assistant depends on competence. Persons who have started relevant education (not university/university college education at first-degree level or the equivalent) are paid under Code 1018. Employees with university/university college education at first-degree level or the equivalent are placed under Code 1019, and those with a second degree or equivalent level are placed under Code 1020.

Code 1017 Doctoral Research Fellow

Work description:

Doctoral research fellow is a researcher training position which, through an organized research training programme of three years, is intended to give researcher recruits the opportunity for development with the aim of completing a doctoral degree. Doctoral research fellow positions are normally granted for a period of four years with a 25% component of required duties, which usually include participation in the academic community's education of first- and second-degree students, and/or museum activities in connection with scientific collections and dissemination (Regulations for the degree of PhD at NTNU, Section 7, Subsection 7.1.)

Qualification basis:

University/university college education at second-degree level or equivalent education. Relevant practical training, work experience, and education after completion of the second degree are to be emphasized in the placement of positions within the pay system.

Code 1352 Postdoctoral Fellow

Work description:

The position of postdoctoral fellow is a fixed-term position with the primary objective of qualifying for work in top academic positions. The period of appointment may be from two to four years, where the norm is two years. In the case of appointment beyond two years, required duties may be assigned. At the time of the appointment, a project for the qualification work and a plan for implementation with more detailed description of progress, academic advice, etc. must be available.

Qualification basis:

Norwegian doctoral degree in the subject area concerned or a corresponding foreign doctoral degree recognized as equivalent to a Norwegian doctoral degree or competence at a corresponding level documented by academic work of the same scope and quality.

4.4 LIBRARY POSITIONS

General: The group of library positions includes research librarian/senior research librarian, positions which require relevant university/university college education equivalent to at least master's degree level. These positions primarily comprise tasks related to academic activities at NTNU.

Librarian positions require education from a university or university college in the field of library and information science, corresponding to bachelor's degree level as a minimum. These positions primarily comprise various librarianship tasks.

4.4.1 Research Librarian

Pay scale 17.520 Research Librarian

Code 1199 Research Librarian

Code 1200 Senior Research Librarian

Research librarians and senior research librarians do not have the right and duty to conduct research corresponding to those who have teaching and research positions. At least 20 % of the working hours are to be used for relevant research on the recommendation of the Head of Section and approval of the library director.

Code 1199 Research Librarian

Work description:

Key duties include the selection, organization and dissemination of information resources, support for research and learning processes, as well as teaching and supervision. Further development and dissemination of the library's services and integration of these in the University's academic activities as well as analysis, assessment and development work. The position may also include academic and administrative management.

Qualification basis:

Education from university or university college, corresponding to master's degree level as a minimum is required. In addition, requirements may be imposed for relevant additional education, practical training and experience and/or leading-edge expertise in areas specified in further detail. For positions involving human resources management and/or group management, emphasis will be placed on leadership skills.

Code 1200 Senior Research Librarian

Work description:

As for Research Librarian, Code 1199.

Qualification basis:

As for Research Librarian, Code 1199. In addition, a doctoral degree or documented competence achieved in accordance with the regulations in effect for promotion to Senior Research Librarian (Directive F-14-95 of 1 February 1995 from the Ministry of Education, Research and Church Affairs).

4.4.2 Librarian positions

Pay scale 90.205 Librarian

Code 1515 Senior Librarian
Code 1077 Head Librarian

Code 1515 Senior Librarian

Work description:

Key duties are specialized tasks in the discipline of librarianship that require leading-edge expertise and extensive independence. Some analysis, assessment and reporting work must be expected. The position may also include coordination and development of services as well as project work. Examples of key duties include assisting the public with loans and guidance at the counter and through other channels, use of library systems and other information tools, acquisition, registration and organization of information resources as well as retrieval and access to sources of information. Communication, user guidance and teaching, reference work and lending/borrowing as well as preparation of statistics and analyses.

Qualification basis:

Education from a university or university college in library and information science, corresponding to bachelor's degree level as a minimum. In addition, requirements may be imposed for relevant practical training and experience and/or leading-edge expertise in areas specified in further detail.

Code 1077 Head Librarian

Work description:

The position may include development tasks, coordination of services, special supervision responsibilities and/or other duties that require leading-edge expertise in fields of work corresponding to Code 1515 senior librarian. In addition, a high degree of independence and problem-solving skill is required. The code can be used for positions with a management role. The position may also be used for employees who undertake especially demanding duties at a particularly high level of librarianship expertise, and/or other duties that require a high level of independence. The position involves considerable responsibility for development of services and may also include responsibility for large analyses/assessments and/or projects.

Qualification basis:

Education from a university or university college in library and information science, corresponding to bachelor's degree level as a minimum. In addition, requirements may be imposed for relevant practical training and experience and/or leading-edge expertise in areas specified in further detail. For positions involving human resources management and/or group management, emphasis will be placed on leadership skills.

4.5 TECHNICAL POSITIONS

4.5.1 Positions related to service and facilities management

Pay scale 90.703 Cleaning staff.

Pay scale 90.600 Unskilled worker positions

Pay scale 90.850 Technical operations, and the like.

Pay scale 90.208 Driver

Code 1130	Cleaner
Code 1132	Cleaning Coordinator
Code 1203	Skilled Worker with craft certificate (cleaning operator)
Code 1216	Operation Technician
Code 1136	Operating Technician
Code 1137	Works Coordinator
Code 1180	Driver

Note:

General: The posts include services in cleaning, security and service functions and management of buildings.

Example of possible career paths include:

- *from 1130 cleaner/1216 operation technician (temporary team) to 1203 skilled worker with craft certificate and possibly to 1132 cleaning coordinator/1137 works coordinator.*

Code 1216, Operation Technician, is used for positions in temporary teams.

Code 1136, Operating Technician, is normally used within security and services.

The post of operating manager also requires certain qualifications other than the main characteristics of the other posts. The position of operating manager as shown in the overview is a leadership position involving human resources management. For this reason, there may be other recruitment paths to this position.

The position of skilled worker with a craft certificate (cleaning operator) is normally used for all staff who obtain a craft certificate in the position of cleaner.

Code 1130 Cleaner

Work description:

'Cleaner' is the standard position within all forms of general cleaning.

Qualification basis:

Experience from the area of work is desirable.

Code 1203 Skilled worker with craft certificate (cleaning operator)

Work description:

Primarily the same duties as a cleaner, but with more independent and possibly specialized duties.

Qualification basis:

Vocational training in the subject area, resulting in a craft certificate, is required.

Code 1132 Cleaning Coordinator

Work description:

The senior cleaning officer has technical responsibility for training and quality of cleaning services provided. Some cleaning may be assigned to the position in certain cases.

Qualification basis:

Vocational training within the subject area, or possibly three-year upper secondary school education or the equivalent is required. Several years of all-round experience in the cleaning trade may compensate for a lack of formal qualifications. Emphasis is placed on attributes/experience in work management.

Code 1216 Operation Technician

Work description:

Position with general caretaker duties. The position is also used for duties in a temporary team in cleaning.

Qualification basis:

Some relevant education beyond lower secondary school is desirable, as is experience from the field of work. 3 to 4 years of experience in the area of work may compensate for a lack of formal qualifications. Special requirements may be imposed for certain positions, such as a licence.

Code 1136 Operating Technician

Work description:

Position that includes general duties of an independent nature and/or specialized responsibilities in security and service. It also includes duties that require technical competence. Duties such as coordination and deputy functions may be assigned to the position.

Qualification basis:

Education that is relevant to the subject area in question. Long and wide-ranging work experience in the relevant field of work may compensate for a lack of formal qualifications. Ability to carry out work duties in an independent manner is required.

Code 1137 Works Coordinator

Work description:

Human resources management for all employees within the position's area of responsibility. The position may also be used for work duties of an independent nature and/or specialized duties in operations or security and services.

Qualification basis:

Education that is relevant to the subject area in question. Long and wide-ranging work experience in the relevant field of work may compensate for a lack of formal qualifications. Ability to carry out work duties in an independent manner is required. For positions involving work management and coordination functions, emphasis will be placed on personal qualifications related to work with employees and collaboration skills.

Code 1180 Driver

Work description:

Transport and driving. Most of the duties are to be within forwarding and dispatch of goods or tractor/machine operation.

Qualification basis:

A driving licence/licences are a prerequisite. At least 3 to 4 years of experience from the area of work is desirable.

4.5.2 Technician/engineer grades

Pay scale 90.301 Engineer

Code 1275 Engineer (technician)

Code 1411 Principal Engineer (see the job security provisions in the Basic Collective Agreement)

Code 1085 Principal Engineer

Code 1087 Head Engineer

Code 1181 Senior Engineer

Code 1088 Chief Engineer

Note:

Code 1083 Engineer and Code 1084 Staff Engineer are not used for new employees. Through local pay negotiations, those who have already been appointed under this grade code are to be transferred to other engineer codes.

General: The positions in this group: Engineer, Code 1275, and Principal Engineer, Code 1085, carry out skilled work, craft trades and technician/engineering duties in connection with building, development, maintenance, repairs and renovation of:

- buildings and plant
- equipment in NTNU's R&D laboratories
- collections.

The positions cover responsibilities in a number of subject areas. The structure follows various grade codes used in the pay structure booklet.

Some of the positions in this group will at times have responsibilities of such a nature that a doctoral degree represents relevant expertise. In such cases, it is natural that this is reflected in connection with pay adjustment.

In connection with appointments to engineer positions, those with 3-year education from a university college are placed as a minimum in Code 1411. Those with higher relevant academic education (four-year first degree, former cand.mag.) are placed directly in Code 1085 (see the provisions of the pay structure booklet.)

Posts that include human resources management and/or work management are placed in Principal Engineer Code 1085 as a minimum.

Coordination and work management may be assigned to all the positions as part of the field of work.

It is emphasized that the requirement for prior learning and work experience relevant to the specific responsibilities of these positions increases with the level of the position if such prior learning and work experience is to replace the formal qualifications.

Natural career paths will be

With vocational training: 1275 Engineer – 1085 Principal Engineer (avdelingsing) – 1087 Head Engineer (overingeniør).

With a bachelor's degree: 1085/1411 Principal Engineer – 1087 Head Engineer – 1181 Senior Engineer (senioring.)

With master's degree. : 1087 Head Engineer – 1181 Senior Engineer (senioring.) – 1088 Chief Engineer.

Although duties and not qualifications determine the choice of position and placement within this, a formal education will often contribute to more rapid independence in the performance of the duties. In certain cases, placement in 1087 Head Engineer rather than in 1085 Principal Engineer may therefore be appropriate if the person in question has a master's degree or more.

Code 1275 Engineer (technician)

Work description:

Technical responsibilities, including artisan duties, in connection with functions such as maintenance, repairs, adaptation of familiar technology. The responsibilities may also include gardening activities, photography, etc.

Qualification basis:

Vocational training relevant to the subject area or relevant experience in the subject area is required. Prior learning and work experience relevant to the duties in question may replace the education requirement. Code 1411 is used only for employees with three-year university college studies in engineering, or higher.

Code 1085/1411 Principal Engineer

Work description:

Both independent operating duties within technical support to academic activity and administration, and duties that are characterized by development to a greater extent may be assigned to the position. Examples of areas of responsibility include:

- specialized technical support in research and teaching
- operation, maintenance and control of simpler scientific equipment
- instruction and user support
- operation and monitoring of workplace equipment
- distribution of patches and software in large operating environments
- coordination of technical services

Qualification basis:

Relevant education from university or university college, corresponding to bachelor's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement. Relevant practical work experience may also be required. Those with a 3-year university college education are placed in code 1411; others are placed in code 1085.

Code 1087 Head Engineer

Work description:

Specialist functions and/or work management within various technical disciplines may be assigned to the position. Examples of areas of responsibility include:

- independent responsibility for advanced specialized equipment and development of methodology, design of research equipment, laboratory operations
- project planning, budgeting
- independent responsibility for training, teaching, dissemination, design/implementation of exhibitions
- IT responsibilities at a high professional level, such as development of IT services, system administration

Qualification basis:

Relevant education from university or university college, corresponding to bachelor's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement. Special requirements, education and experience matching the functions of the position may be emphasized.

Code 1088 Chief Engineer

Work description:

Top-level management- and/or engineering-related specialist responsibilities at the highest professional level, with ultimate responsibility for particular fields of work.

Qualification basis:

Relevant education from university or university college, corresponding to master's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement.

A further prerequisite is extensive relevant specialized experience and expertise at a high level matching the functions of the position. (See general information about management)

Code 1181 Senior Engineer

Work description:

The position of Senior Engineer includes highly qualified professional work. Examples of areas for which responsibility may be assigned include:

- development responsibilities that require highly specialized expertise in fields such as IT, workshop activities or laboratory activities
- advice/expert guidance, for example in connection with development of skills in a particular field of expertise, and/or professional/academic teaching activities
- permanent functions/responsibilities of a particularly complex nature and/or job duties that lie at the interface of divisions and thus require a high degree of interaction between units
- leadership in technical fields of expertise with human resources and financial management
- research-related activities of an independent nature
- independent responsibility for initiation and further development of technical fields of expertise

The position of Senior Engineer may also represent an alternative career opportunity to that found in the traditional organizational structure, that is, an alternative to the management function.

Qualification basis:

Relevant education from university or university college, corresponding to master's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement.

A further prerequisite is extensive relevant specialized experience and expertise at a high level matching the functions of the position. (See general information about management)

4.6 CLERICAL AND EXECUTIVE OFFICER POSITIONS

4.6.1 Clerical, executive and coordinator positions

Pay scale 90.201	Clerical grades
Pay scale 90.103	Executive officer grades
Pay scale 90.500	Adviser
Pay scale 90.510	Project Manager

Code 1070	Sekretær (Secretary)
Code 1063	Førstesekretær (Secretary)
Code 1065	Executive Officer
Code 1408	Higher Executive Officer
Code 1363	Senior Executive Officer
Code 1434	Adviser
Code 1364	Senior Adviser
Code 1113	Project Manager

General: The Executive Officer and Adviser grades are used for administrative, analytical reporting, coordination, and advisory responsibilities where independence and specialization well as analytical assessment and problem-solving skills are required. Several factors determine which codes are to be used. The choice of grade code must be seen in the context of the degree of responsibility, independence, and ability regarding complicated administrative procedures/analytical reporting and assessments.

Some of the positions in this group will at times have responsibilities of such a nature that a doctoral degree represents relevant expertise. In such cases, it is natural that this is reflected in connection with pay adjustment.

Coordination and work management may be assigned to all the positions as part of the field of work. For the executive officer grades, this will typically entail coordination of groups with clerical grades. Coordination of analysis, assessment and reporting tasks will normally be assigned to the adviser grades or senior executive officer level. Management of projects is normally assigned to the project manager grades.

Higher Executive Officer, Code 1408 is the entry-level grade for executive officer positions with requirements for higher education (bachelor's degree level or higher) and when the focus is on administrative procedures with a high degree of independence and some analysis, assessment and reporting. It can also be used as a grade for promotion of executive officers.

It is emphasized that the requirement for prior learning and work experience relevant to the specific responsibilities of these positions increases with the level of the position if such prior learning and work experience is to replace the formal qualifications.

A natural career path to a potential position as 1408 Higher Executive Officer may be

1070 Sekretær (Secretary), 1063 Førstesekretær (Secretary) – 1065 Executive Officer – 1408 Higher Executive Officer

Natural career paths to a potential position as 1364 Senior Adviser may follow either the

‘administrative route’ via 1363 Senior Executive Officer or the ‘analysis, reporting and advisory route’ via 1434 Advisor. As indicated in the descriptions of the positions below, 1434 Advisor will entail responsibilities and forms of solutions that are more open than those applicable to 1363 Senior Executive Officer. In other respects, the two grades are regarded as on an equal footing:

1408 Higher Executive Officer – 1363 Senior Executive Officer – 1364 Senior Adviser (the ‘administrative route’)

1408 Higher Executive Officer – 1434 Advisor – 1364 Senior Adviser (the ‘analysis, assessment and advisory route’)

For all positions, the responsibilities are often more specialized at a higher organizational level than at a lower one.

Code 1070 Sekretær (Secretary)

Work description:

The secretary grade is the basic position in the clerical sector at NTNU, and is intended to include simple office support functions. Routine technical office duties may be assigned to the secretary grade and should be used only for certain temporary positions such as part-time student work or extra help.

Qualification basis:

The person holding the position should have a good general education, preferably at upper secondary school level or with a craft certificate. Other relevant competence may replace the requirement for formal education. Relevant practical training and experience may be emphasized.

Code 1063 Førstesekretær (Secretary)

Work description:

This is a combination of a clerical and an executive officer position. It may be both a promotion position for the Sekretær (Secretary) grade and an entry-level grade for executive officers.

In addition to general office and reception work and traditional clerical routines, coordination and follow-up of office services and/or more specialized office duties may be assigned to the position.

Qualification basis:

The person holding the position should have a good general education, preferably with an examination at upper secondary school level or with a craft certificate. There may also be requirements for practical work experience from relevant areas – or specialized experience from relevant areas.

Code 1065 Executive Officer

Work description:

The executive officer grade may be used for simpler administrative duties that do not require specialized skills in the respective administrative areas. The term ‘simpler administrative duties’ refers to routine administrative tasks, which are performed in accordance with predetermined instructions, guidelines and procedures. The following examples illustrate the level of the duties:

- Secretarial functions for elected bodies and committees, including writing minutes and making administrative arrangements
- administration of doctoral disputations
- simpler duties/administrative procedures of a routine nature in payroll and accounting work
- assistance in administration of examination processes, student admissions, etc.

- archival assistance, that is, receipt of electronic mail, opening, scanning, provisional journal entry of cases, forwarding/dispatch of completed documents

Various types of key functions related to coordination and making administrative arrangements may also be assigned to the position, but not duties that require a high level of independent evaluation or leading-edge expertise.

Qualification basis:

Qualification requirements should be 1-2 years' education in addition to upper secondary school, and possibly some relevant practical training and experience. If indicated by the duties, alternative education requirements may however be relevant, such as education from a university or university college or other relevant competence. Prior learning and work experience relevant to the duties in question may compensate for the education requirement.

Code 1408 Higher Executive Officer

Work description:

As a rule, the grade of Higher Executive Officer is to be used for special areas, that is, the responsibilities of the position must primarily be related to one of the administrative fields of work, such as archival or administration related to accounts, human resources, payroll, academic affairs or research. With regard to the level of the duties, the function will include responsibility for administration, guidance, and workflow processes. The duties are normally performed in accordance with specified guidelines, such as those embodied in legislation, agreements, and regulations, but the person holding the position must be able to undertake interpretation, evaluation, and consideration requiring judgement. Some analysis, assessment and reporting work must be expected. Examples of specialized responsibilities include:

- accounting work, such as invoice processing, bookkeeping, payment transfers, reconciliation that requires an understanding of accounting and familiarity with statutory frameworks
- payroll work, such as payroll registration, pay calculations, administration of pay and tax deductions
- administrative responsibilities related to academic affairs, such as examinations, student admissions, information, student guidance, planning related to teaching
- responsibilities in human resources administration, such as appointment of staff, leaves of absence, resignations
- responsibilities associated with research administration, such as committee secretary work, follow-up of application processes, follow-up of guidelines
- responsibilities related to archival and records, such as classification, journal entry, follow-up of outstanding cases, specialized archival guidance, requests for access to information

Qualification basis:

Relevant education from university or university college, corresponding to bachelor's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement. Relevant practical experience related to the work area may also be required.

Code 1363 Senior Executive Officer

Work description:

The position of Senior Executive Officer may include development responsibilities, coordination of services, special advisory responsibilities and/or other duties that require leading-edge expertise in fields of work corresponding to Code 1408 Higher Executive Officer. In addition, a high degree of independence and problem-solving skill is required.

Qualification basis:

Relevant education from university or university college, corresponding to bachelor's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement. Relevant practical experience related to the work area may also be required.

Code 1434 Adviser

Work description:

The Adviser code differs from Higher Executive Officer/Senior Executive Officer in that responsibilities and forms of solutions are more open, in the sense that the duties do not have predetermined solutions embodied in legislation/agreements, etc. To a greater extent, advisers must therefore create the basis for performing their work themselves, conducting evaluations and impact assessments, drawing conclusions and putting forward proposals for solutions.

Examples of responsibilities in the Adviser code include:

- analysis and assessment/development responsibilities that require a high degree of independence
- providing advice, training activities/organized training, for example, in connection with developing competence in particular procedural areas or fields of expertise
- preparing matters involving questions of principle or at an overarching level for management and governing bodies
- drafting of regulations
- secretarial and coordination function in project work, group/committee work or other forms of work organized as teams with complex duties/analyses, assessments and reporting

The Adviser grades must not usually be used for ongoing administrative duties in the various areas of administration (see the examples of the level of the duties under the description of Higher Executive Officer).

Qualification basis:

Relevant education from university or university college, corresponding to bachelor's degree level as a minimum. Prior learning and work experience relevant to the duties in question may compensate for the education requirement. Extensive relevant specialized experience and expertise at a high level matching the functions of the position are also desirable.

Code 1364 Senior Adviser

Work description:

The Senior Adviser normally has a more independent organizational position than the other executive officer grades, and usually has a special adviser function associated with the leader at the unit's top level (director level or similar).

The Senior Adviser grade includes highly qualified analysis, assessment and advisory work, and may involve responsibility for drafting of high-level strategies, special areas of development, specialist responsibilities of a particularly complex nature, pioneering areas and/or responsibilities more closely related to traditional administration. Similarly, it includes functions/responsibilities requiring a particularly high level of collaboration between units.

The position of Senior Adviser may also represent an alternative career opportunity to that found in the traditional organizational structure, that is, an alternative to the management function.

Qualification basis:

Education from university or university college, corresponding to master's degree level as a minimum is required. Prior learning and work experience relevant to the specific duties assigned to the position may replace the education requirement. A further prerequisite is extensive relevant specialized experience in administration and expertise at a high level matching the functions of the position.

Code 1113 Project Manager

Work description:

Coordinates and leads assignments/projects that are separate from ordinary operating and administrative duties. Responsibility for follow-up of the project finances may also be assigned. The project manager does not have responsibility for human resources. This responsibility is assigned to the immediate administrative manager.

Qualification basis:

Education from university or university college, corresponding to master's degree level as a minimum is required. Prior learning and work experience relevant to the specific duties assigned to the position may replace the education requirement. There are special requirements for good collaboration skills and ability to work effectively in a goal- and results-oriented manner.

4.7 ADMINISTRATIVE MIDDLE MANAGEMENT POSITIONS

Pay scale 90.100 Managerial grades

Pay scale 17.500 Administrative positions

Pay scale 90.301 Engineer

Code 1054 Head of Office
Code 1211 Head of Section
Code 1087 Senior Engineer

General: Head of Office or Head of Section is used in connection with all appointments as middle managers at NTNU. Human resources management may constitute an important element in the responsibilities for the position, in addition to administrative procedures/analysis, assessment, and reporting within the scope of work and responsibility for the various grades. The grade code Head of Office should preferably be used at department level, for sections in larger departments, and as a management post for smaller departments. Head of Office will normally be the code used for the administrative leadership position at a department. The departments/units that have assigned duties of a technical nature to this grade may instead use Overingeniør (Senior Engineer) Code 1087 where this provides a more appropriate description of the position's content. The Head of Section grade is normally to be used in connection with management of a defined organizational unit at faculty and central level.

Code 1054 Head of Office

Work description:

Administrative management position at department level, alternatively subgroups in sections/departments and for smaller sections where it is not natural to use the grade Head of Section. Work management may constitute an important element in the responsibilities for the position, in addition to administrative procedures/analysis, assessment, and reporting within the areas of work

and responsibility for the various grades. Human resources management and responsibility will normally be assigned to the Head of Office.

Qualification basis:

The position requires higher education (minimum bachelor's degree level), relevant experience preferably including management work, and documented ability to perform independent and result-oriented work. In special cases, long and directly relevant experience combined with relevant continuing and further education may compensate for the lack of formal qualifications. Emphasis is placed on personal qualifications related to working with employees and collaboration skills.

Code 1211 Head of Section

Work description:

Leadership grade for sections at faculty or central level. Human resources management constitutes an important element in the responsibilities for the position, in addition to administrative procedures/analysis, assessment, and reporting within the scope of work and responsibility for the various grades.

Qualification basis:

The position requires higher education (minimum bachelor's degree level), as well as extensive and relevant work experience, management experience, and documented ability to perform independent and result-oriented work. In special cases, long and directly relevant experience combined with relevant continuing and further education may compensate for the lack of formal qualifications. Emphasis is placed on personal qualifications related to working with employees and collaboration skills.

4.8 MANAGERIAL GRADES

Pay scale 90.100 Managerial grades

Pay scale 17.500 Academic administrative management grades

Code 1004	Rector
Code 1474	Dean
Code 1475	Head of Department
Code 1062	Director
Code 1060	Division Director

General: There are particularly stringent requirements for appointment to these positions. Recruitment of individuals with leadership abilities and management experience is a prerequisite. Excellent coordination skills and a capacity for holistic thinking as well as insight into the university system are expected. There are stringent requirements for work capacity and personal suitability. Code 1475 Head of Department is used when it has been decided that the Head of Department is to be appointed and not elected.

Code 1004 Rector

In accordance with Section 10-1 (1) of the Act relating to Universities and University Colleges, the Board undertakes advertisement and appointment to the position of Rector. The Rector is the chief executive responsible for the institution's academic and administrative activities in accordance with the guidelines and instructions laid down by the Board. See the Act relating to Universities and University Colleges for further description of responsibilities and duties.

Code 1474 Dean

In accordance with Section 11-1 (1) of the Act relating to Universities and University Colleges, the Board undertakes advertisement and appointment to the position of Dean.

Work description (from NTNU's management regulations):

The Deans and the Museum Director head their units. They must ensure that the activities are managed within the parameters of the regulations, decisions made at higher levels, and the decisions of the boards.

The Dean and the Museum Director have overall responsibility for all tasks that are not explicitly assigned to the boards and have general authority to deal with ongoing matters, within the limitations imposed by NTNU's delegation regulations. The Dean and the Museum Director report directly to their board in matters within the scope of the board's powers, and to the Rector in other respects. The Dean and Museum Director are included in the Rector's management group.

Code 1475 Head of Department

In accordance with Section 2.2.5 of the Management Regulations, the appointments committee at the faculty undertakes advertisement and appointment to the position of Head of Department.

Work description (from NTNU's management regulations):

The Head of Department is the unit's chief executive. The person in the position is to ensure that the activities are managed within the framework of the regulations, decisions made at higher levels, and the decisions of the Department Board, and has general authority to deal with ongoing matters, within the limitations imposed by NTNU's delegation regulations. The Head of Department reports to his or her board in matters within the scope of the board's powers, and to the Dean in other respects. The Head of Department is included in the Dean's management group.

Code 1062 Director

In accordance with Section 11-1 (6) of the Act relating to Universities and University Colleges, the Board undertakes advertisement and appointment to the position of Director.

Work description:

Is determined through delegation from the Rector.

Code 1060 Division Director

Work description:

The grade code Division Director is used for administrative managers at the faculties and the directors of the central staff divisions. These are administrative managers of their respective departments and have responsibility for human resources. Work management and human resources management constitute important aspects of the work in addition to the top-level administrative management of the division with the area of responsibility assigned to it.

Qualification basis:

The position requires higher education from a university/university college (minimum bachelor's degree level) as well as extensive and relevant work experience. There are requirements for good collaborative and leadership attributes, good administrative and strategic skills, experience from and familiarity with organizational development processes. In addition, a holistic view of the organization is important. Great emphasis is placed on the ability to communicate, to listen, and to motivate staff members at various levels in the organization. Prerequisites include several years' experience in management as well as in analysis, assessment, and reporting at a high level.

4.9 LEARNING ASSISTANTS AND STUDENT ASSISTANTS

General: These are positions that are principally related to teaching, supervision and research assistance at NTNU, and they will as a rule be temporary part-time positions. The positions are regarded as a necessary link between the university and the students. For this reason, it is assumed that they will be held by active students who have progressed far enough in their studies and who have the necessary qualifications in other respects. For both positions, it is normally assumed that the duties are related to the assistants' academic activities as students.

The parties agree that such positions provide the students with valuable experience of working life, which contributes to increasing their competence.

Salaries in these assistant positions fall under grade code 1429 trainee with a salary level equivalent to the value specified for the proposed salary grade in accordance with the Basic Collective Agreement for OTHER.

The lowest salary level at the time of appointment will however be in accordance with the Basic Collective Agreement that at any time has the highest salary level (regardless of union confederation affiliation).

Depending on the complexity of the work duties and the qualifications of the job holder, there is scope for a salary level higher than the rates set out in the proposal below.

Student assistants who have completed upper secondary school are paid 2 salary grades more than the minimum wage. Learning assistants who have completed upper secondary school are paid 4 salary grades more than the minimum wage.

Student assistants who have completed a bachelor's degree are paid 4 salary grades more than the minimum wage. Learning assistants who have completed a bachelor's degree are paid 6 salary grades more than the minimum wage.

A bachelor's degree refers to completion of three years of higher education, equivalent to the number of credits that a bachelor's degree comprises.

Student assistants who have completed a master's degree are paid 6 salary grades more than the minimum wage.

Learning assistants who have completed a master's degree are paid 8 salary grades more than the minimum wage.

Other aspects of employment conditions are linked to NTNU's institutional pay policy and staff regulations.

Learning assistants

Learning assistants are appointed at NTNU to temporary positions on an hourly basis from 80 to 120 hours per semester. In exceptional cases, the appointment may extend beyond this. They perform work beyond what is expected of a student assistant. Learning assistants receive in-house training of 20 - 24 hours over one semester.

Work description:

Learning assistants have a wide-ranging and flexible function in which they make students aware of their own learning, and undertake 'teaching and supervision' in collaboration with permanent

lecturers. For example, learning assistants will primarily have duties related to supervision, group leadership (including exercises, study groups, and seminars) and evaluation. Independent lectures are not to be assigned to learning assistants.

Student assistants

Student assistants are appointed at NTNU to temporary positions on an hourly basis from 80 to 120 hours per semester. In exceptional cases, the appointment may extend beyond this. The term ‘student assistants’ refers to assistant positions with content that is more variable than the learning assistant positions, and where the activities are less closely related to the regular organized teaching, supervision, and similar functions.