

Human Resources Strategy for Researchers (HRS4R): ACTION PLAN 2020-2021

Proposed Action	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>1 ETHICS, PROFESSIONAL RESPONSIBILITY and GOOD PRACTICE IN RESEARCH</p> <p>Measures to underpin the professionalism and good practice among USN researchers:</p> <ul style="list-style-type: none"> ▪ Develop e-learning program for researchers in professional aspects such as research strategies, rights & obligations, ethics, IPR, rules and regulations, systems for archiving, publication and commercialization. 	<p>2nd Quarter 2021</p>	<p>Department of Research and Internationalisation / Department of Personnel and Organisation</p>	<p>Developed and implemented program</p>
<p>2 RESEARCH DISSEMINATION and PUBLIC ENGAGEMENT</p> <p>Measures to strengthen research dissemination at USN:</p> <ul style="list-style-type: none"> ▪ Research groups leaders should get training in online publication and be authorised to publicise directly on their respective webpages ▪ Training for researchers in research dissemination should be improved through more frequent courses ▪ Strengthen USN’s visibility at the research news portal Forskning.no ▪ Strengthen internal capacity for research dissemination, increased visibility and strategic positioning for research groups internationally as well as for copy-editing 	<p>3rd Quarter 2020</p>	<p>Department of Communication / Department of Research and Internationalisation</p>	<p>Training and authorization implemented</p> <p>Increased frequency of trainings</p> <p>Marked increase in news articles about USN research at Forskning.no</p> <p>Prioritise more human resources dedicated for research dissemination</p>

3	<p>LANGUAGE</p> <p>Measures to reduce language barriers at USN:</p> <ul style="list-style-type: none"> ▪ Language courses in Norwegian made available for employees with foreign background ▪ Language courses in academic English for those not sufficiently fluent in English made available ▪ Online information and documents still only in Norwegian to be translated into English versions 	<p>3rd Quarter 2020</p> <p>as above</p> <p>1st Quarter 2020</p>	<p>Department of Personnel and Organisation</p>	<p>Language course opportunities established</p> <p>All remaining strategies, guidelines, templates and information available in English language versions</p>
4	<p>APPRAISAL INTERVIEWS</p> <p>Measures to improve the evaluation and appraisal systems at USN:</p> <ul style="list-style-type: none"> ▪ Develop new template for appraisal interview for researchers (currently both administrative and research staff both use a generic template), which will be accompanied by an individual long-term career development plan. <p>The templates for appraisal interviews should ensure that not only the formal line manager, but also the mentor and/or leader of the respective researchers' research group should be invited to contribute in the career planning part of the appraisal process</p>	<p>3rd Quarter 2020</p>	<p>Department of Personnel and Organisation / Department of Research and Internationalisation</p>	<p>New template for appraisal interview developed and implemented</p>

5	<p>RECRUITMENT and SELECTION</p> <p>Measures to strengthen the recruitment and selection process at USN:</p> <ul style="list-style-type: none"> ▪ Revise templates for job announcements that describes career prospects and recognises mobility experience as a qualifying merit ▪ Revise interview guidelines emphasizing opportunities for professional development and career development prospects as well as time allocations for research in the position ▪ Further develop web page in English explaining the recruitment and selection process as well as highlight the OTM-R objectives embedded in the Personnel Policy Guidelines ▪ Further improve the communication with and information flow to applicants during the recruitment process ▪ Develop e-learning program, accompanied with seminars, for managers in recruitment and selection (including online interviews). 	<p>2nd Quarter 2020</p> <p>As above</p> <p>1st quarter 2020</p> <p>2nd Quarter 2020</p> <p>4th quarter 2020</p>	<p>Department of Personnel and Organisation</p>	<p>Revised job announcements templates implemented</p> <p>Revised interview guidelines implemented</p> <p>English web pages for recruitment revised</p> <p>A more comprehensive “Welcome as applicant-letter” developed and implemented</p> <p>Established training program</p>
6	<p>RESEARCH CAREERS</p> <p>Measures to strengthen the arrangements for research careers at USN:</p> <ul style="list-style-type: none"> ▪ Develop USN career policy for researchers, including mobility opportunities and arrangements for sabbatical leave 	<p>1st Quarter 2021</p> <p>As above</p>	<p>Department of Personnel and Organisation</p> <p>/</p>	<p>Career policy developed and implemented</p>

	<ul style="list-style-type: none"> ▪ Develop template for individual career development plans, to be established at appointment and followed up at annually appraisal interviews. The template shall include mobility prospects and have a long-term perspective, for instance 3, 5 and 10 years ▪ Conduct pilot project whether to utilize a career progression IT – tool. ▪ Establishing of a webpages for research career information on intranet ▪ Establish career advice service for USN researchers ▪ Explore how USN can facilitate dual – careers ▪ Conduct an internal assessment of needs concerning working conditions and career development aspects for early stage researchers ▪ Establish a research career program for ERC and MSCA candidates. 	<p>4th Quarter 2021</p> <p>2nd Quarter 2020</p> <p>As above 1st Quarter 2021</p> <p>As above</p> <p>As above</p>	<p>Department of Research and Internationalisation</p>	<p>Template for individual career development developed</p> <p>Pilot completed</p> <p>Career webpages developed Career service for researchers established Dual careers described in personnel policies</p> <p>Assessment completed Program developed and implemented</p>
7	<p>RESEARCH GROUPS</p> <p>Measures to strengthen the research groups at USN:</p> <ul style="list-style-type: none"> ▪ Acknowledging that the research groups ideally should function as a professional “home” for researchers, especially for those early in their career, as well as a social network for newly appointed researchers, especially from abroad, these groups should have clear mandates, structures and adequate administrative support ▪ USN should ensure procedures in place for ensuring that all researchers, especially those early in their careers, has access to a senior researcher as mentor, either internally or external / international 	<p>2nd Quarter 2020</p>	<p>Department of Research and Internationalisation</p>	<p>Guidelines for research groups developed and implemented, including procedures for mentoring</p>

8	<p>VALUE OF MOBILITY</p> <p>Measures to improve the acknowledging and valuing of mobility at USN:</p> <ul style="list-style-type: none"> ▪ USN should establish uniform practice for financing of research mobility at an institutional level, ensuring predictability and equal opportunities for all researchers ▪ Establishment of 'USN Staff Mobility Team'. The team shall ensure competent support for both foreign researchers being recruited to USN or visiting researchers, as well as resident researchers going abroad for research, including advice for bringing accompanying spouse/family ▪ Establishment of a webpages for information and support concerning mobility at USN Intranet and web pages. ▪ Ensure that more available positions are announces at the EURAXESS portal ▪ Establish arrangements and support for finding accommodation for visiting researchers and foreign employees ▪ Make available dedicated office facilities for visiting researchers ▪ Evaluate utilizing the pension solution Resaver ▪ Implemented common guidelines and rules for funding PhD candidate mobility at the faculties 	<p>4th quarter 2020</p> <p>2nd quarter 2020</p> <p>as above</p> <p>2nd quarter 2020</p> <p>as above</p> <p>as above</p> <p>as above</p> <p>1st quarter 2020</p>	<p>Department of Research and Internationalisation</p> <p>Department of Personnel and Organisation</p> <p></p> <p></p> <p></p> <p>Department of Infrastructure Department of Personnel and Organisation Department of Research and Internationalisation</p>	<p>Institutional policy adopted</p> <p>Staff mobility team established</p> <p>Mobility webpages developed</p> <p>Research positions are as a rule announced at EURAXESS</p> <p>Accommodation arrangements established</p> <p>Offices dedicated visiting researchers available at all campuses</p> <p>Evaluation carried out.</p> <p>Common guidelines implemented</p>
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9	<p>TIME and RESOURCES ALLOCATION FOR RESEARCH</p> <p>Measures to improve and standardise arrangements for time and resources allocation for research activities at USN.</p> <ul style="list-style-type: none"> ▪ Revise existing policies and practices addressing the following aspects: <ul style="list-style-type: none"> ○ Develop a more uniform institutional system for; <ul style="list-style-type: none"> ✓ time allocation for research ✓ research assistants ✓ individual per annum ✓ financing for seminar attendance ✓ assessing how D&D time is spent ○ USN should consider distinguishing more clearly between research positions and lecturing positions at all stages from recruitment to appraisal interviews and career plans, while equally valuing and rewarding both career paths ○ Rather than researchers having to apply annually for time allocation to conduct research, this should be a fixed, predictable portion of research positions ○ In order to reflect USN's strategic ambitions, the level of time allocation for research activities should be considered increased and structured on a more long-term basis (for instance 40-50 % for 3-5 year periods). 	2 th Quarter 2020	Department of Personnel and Organisation / Department of Research and Internationalisation	Revision completed
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10	<p>RESEARCH MANAGEMENT</p> <p>Measures to further improve competence and capacity within research management at USN:</p> <ul style="list-style-type: none"> ▪ Develop and implement research management training program for heads of department, leaders of research groups and research centre managers ▪ As part of USN quality system and a means of enhancing the administrative support to research projects, these services should be evaluated by the responsible research project leader as follow up after research projects, contributing to improvement plans for the administrative services 	<p>1st Quarter 2021</p> <p>As above</p>	<p>Department of Research and Internationalisation</p>	<p>Program developed and implemented</p> <p>Procedure for evaluation of administrative research project support developed and implemented</p>
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