

HRS4R

Internal review

Revision of the action plan to implement EU's Charter & Code



HR EXCELLENCE IN RESEARCH

What does the internal review show:

This revision process indicates first and foremost that the focus areas in the existing action plan are still valid and must be continued and further developed , and that some measures should be adjusted and some new ones should be considered.

MEASURES / PRIORITY AREAS CONTINUED FROM PREVIOUS ACTION PLAN:

- Strengthened facilitation for **researcher mobility** , including mobility teams and funding schemes
- Strengthened facilitation for **career planning** and career guidance
- Strengthened facilitation for **researcher training** and research management

NEW / REVISED PROPOSALS FOR MEASURES:

- Strengthened **on-boarding** of newly recruited researchers, especially PhD candidates and those with a foreign background
- Increased efforts for the **psychosocial work environment** for PhD candidates
- Strengthen the representation of PhD candidates through establishing **PhD Association** at USN

Overall status for implementation of Charter & Code at USN

2018-19: GAP Analysis and [Action Plan 2020 - 21](#)

April 2020: USN awarded the "HR Excellence in Research" award

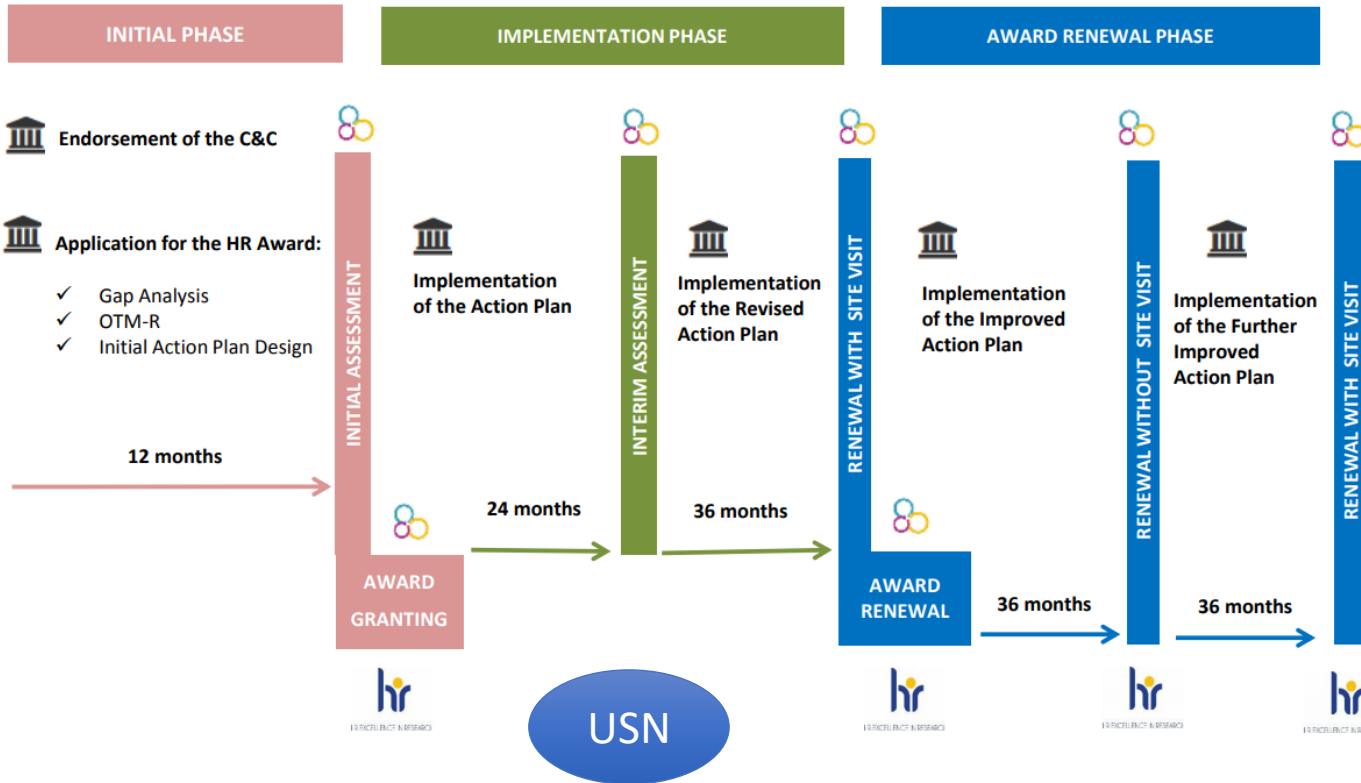
June 2022: Revised *Action Plan 2022 - 2025* submitted

Spring 2025: External audit



HR EXCELLENCE IN RESEARCH





HRS4R- from PROGRESS to QUALITY



Institution



European Commission



Plan of progress_internal review



Premises for the internal review:

- **Involvement of target groups** in the preparation of measures for a revised action plan
- **Involvement of managers** who will be given follow-up responsibility in the preparation of measures for the revised action plan
- **Involvement of top level management** and alignment with new USN strategy
- **Alignment of the HRS4R with on-going processes** such as the organisational development process
- Through the process **increase awareness of Charter & Code** in the organization
- Integration of resource-intensive actions in the **annual budget process**

Knowledge base for the internal review:

BACKGROUND DOCUMENTS:

- UHR, 2015, [Better career policy for academic staff in the higher education sector](#)
- NIFU, 2017, [Doctoral candidates - researcher training, working conditions and career expectations](#)
- KD, 2021, [Strategy for researcher recruitment and career development](#)
- UHR, 2021, [Guidance for assessment in academic career paths \(NOR-CAM\)](#)
- KD, 2022, [Allocation Letter USN](#)

SURVEYS:

- Working Environment Survey (2022)
- Annual PhD Candidate Survey (2021)
- HRS4R survey (addressing career dev., mobility and psychosocial working environment among PhD candidates) (2022)

ADVISORY GROUPS / COMMITTEES:

- The Steering Group, The Research Committee, The PhD Coordinator Forum, Working Environment Committee, Coordination Meeting with Union representatives, Rector's management group

TARGET GROUP INTERVIEWS:

- Qualitative structured interviews with representatives from the target groups (PhD candidates, permanently employed researchers, PhD coordinators, vice deans R&D, project managers OD process)

Organisation:

Steering group: Deputy Dean R&D, a researcher from each faculty, PO director, Research director

Process owner: Elisabeth Ernø Borhaug (Personnel and organization director)

Working group: Christian Brørs (Senior advisor, PO / FLO - project manager)
Ane Marte Rasmussen (Manager, Research and Innovation Unit)
Heidi Tovsrud Knutsen (Manager, Internationalization Unit)
Britt Granseth Wien (Manager, Recruitment Unit)
Ole Jørgen Rambøl-Skippervold (Senior adviser, Finance Dept.)
Tony Burner (Professor)
Guro Nore Fløgstad (Associate Professor)
Anette Myre Momrak (PhD candidate)

Decision: The revised action plan is adopted by the rector which informs the the board, after which follow-up responsibility for implementation is added to the line.

Main findings from the GAP analysis in 2019

Norwegian legislation covers the Charter and Code principles well. Still room for improvement and the following areas were addressed in the Action Plan 2020 - 2021

1. **E-learning** for newly recruited researchers
2. Strengthened support for **research dissemination**
3. Information available in both Norwegian and **English**
4. **Employee interviews** and **career plans** designed for academic staff
5. Increased professionalisation of the **recruitment process** (focus on mobility and career)
6. **Career policy** and **career guidance**
7. Strengthening the framework for **research groups** / mentoring scheme
8. Facilitation of - and recognition of **researcher mobility**
9. **Work planning** (clearer structure of positions and more long-term in the R&D allocation)
10. Training in **research management**

Status implementation Action plan 2020 - 2021

Implemented / followed up as far as possible given the resource situation:

- (2) Strengthen **research dissemination**
- (3) Internet and intranet **translated into English / Norwegian language course made** available
- (5) Revise templates and increase the flow of information in **recruitment processes** / offered management training in recruitment
- (8) Increase in the proportion of positions advertised in English on the **EURAXESS portal**
- (8) Guidelines prepared for **PhD candidate mobility**
- (9) **Principles for work planning** have been revised
- (10) **Administrative support for research projects** has been optimized

Status implementation Action plan 2020 - 2021

Measures in progress / in development:

- (1) Further develop the digital **training offer for newly hired researchers**
- (4) Implement MAL for **employee interview** scientific staff including MAL for individual **career development plan**
- (6) Establish career programs for ERC and MSCA graduates (**Researcher Talent Development Program**)
- (7) Strengthen the organization of **research groups** (DP2)
- (8) Establishment of **mobility teams**
- (10) Establishment of a leadership development program in **research management**

Status implementation Action plan 2020 - 2021

Not initiated (extended in new action plan):

- (6) Prepare **career** policy for USN, including sabbaticals, dual careers , etc.
- (7) Establishment of a **mentoring scheme** for researchers early in their careers
- (8) Establishment of common institutional practices and central funds for **funding researcher mobility**