

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

Proposed Action	Timing	Responsible Unit	Status implementation
1 ETHICS, PROFESSIONAL RESPONSIBILITY and GOOD PRACTICE IN RESEARCH Measures to underpin the professionalism and good practice among USN researchers: 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.	2 nd Quarter 2021	Department of Research and Internationalisation / Department of Personnel and Organisation	Mostly implemented. E-learning module for Research Ethics was developed and implemented. Project was established to explore if and how USN should establish comprehensive e-learning system for all employees. This was not found to be a suitable solution for USN.
2 RESEARCH DISSEMINATION and PUBLIC ENGAGEMENT Measures to strengthen research dissemination at USN: - 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	3 rd Quarter 2020	Department of Communication / Department of Research and Internationalisation	Complete.

	Strengthen internal capacity for research dissemination, increased visibility and strategic positioning for research groups internationally as well as for copy-editing			
3	LANGUAGE Measures to reduce language barriers at USN: 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	3rd Quarter 2020 as above 1st Quarter 2020	Department of Personnel and Organisation Internationalisation Unit	Complete. Language courses were made available. All browsers have now in-built translation functions, making double set of webpages obsolete.
4	APPRAISAL INTERVIEWS Measures to improve the evaluation and appraisal systems at USN: 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. 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	3rd Quarter 2020	Department of Personnel and Organisation / Department of Research and Internationalisation	Mostly implemented. Project in order to develop templates was initiated, drawing on experience from best practice and relevant research.

5	RECRUITMENT and SELECTION Measures to strengthen the recruitment and selection process at USN: - 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).	2 nd Quarter 2020 As above 1 st quarter 2020 2 nd Quarter 2020 4 th quarter 2020	Department of Personnel and Organisation 	Complete. Templates for job announcements and interview guidelines was revised and webpages for vacancies has been further developed, including OTM-R policy. Training webinars in recruitment and selection are held regularly for managers.
6	RESEARCH CAREERS Measures to strengthen the arrangements for research careers at USN: - Develop USN career policy for researchers, including mobility opportunities and arrangements for sabbatical leave - 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	1 st Quarter 2021 As above	Department of Personnel and Organisation / Department of Research and Internationalisation	Partly implemented. Development of career policy (including measures for facilitating dual careers and arrangements for sabbatical leave) was postponed to next Action Plan for 2022-2025.

	▪ 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.	4th Quarter 2021 2nd Quarter 2020 As above 1st Quarter 2021 As above As above		Individual career development plans were developed. Utilizing of a career progression IT – tool was considered but was not found to be a suitable solution for USN. Webpages for research career information was developed. Internal assessment of needs concerning working conditions and career development aspects for early -stage researchers has been implemented as conducted each year. A suggestion for a research career program for ERC and MSCA candidates (for talented early stage researchers) was developed under the 2022 – 2025 Action Plan, but was not implemented at the time (However, this is are now being implemented in the 2025-2028 Action Plan)
--	--	--	--	---

7	RESEARCH GROUPS Measures to strengthen the research groups at USN: - 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	2 nd Quarter 2020	Department of Research and Internationalisation	Mostly implemented. All scientific personnel at USN participate in one or several research groups. Guidelines for the research groups was developed and implemented. Arrangements for mentoring was not implemented systematically at the time, but are now followed up in the Action Plan for 2025-2028: Mentoring program in the EDUC alliance and piloting Early-stage Researchers – mentoring program)
8	VALUE OF MOBILITY Measures to improve the acknowledging and valuing of mobility at USN: - 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	4 th quarter 2020 2 nd quarter 2020 as above	Department of Research and Internationalisation Department of Personnel and Organisation	Mostly implemented. Financing of research mobility at an institutional level was considered but was not found to be a suitable solution for USN. Establishment of 'USN Staff Mobility Team' was established, later so be strengthened with the establishing of the position Mobility Coordinator.

	- 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	2nd quarter 2020 as above as above as above 1st quarter 2020	Department of Infrastructure / Department of Personnel and Organisation / Department of Research and Internationalisation	Webpages for information and support concerning mobility was developed. Usage of the EURAXESS portal was introduced and Department gradually started using it for relevant positions. The Mobility Coordinator facilitates support for finding accommodation for foreign employees. Office facilities were made available. Resaver was considered but was not found to be a suitable solution for USN. USN uses external law firm to handle tax matters for foreign employees. Common guidelines 'USN Mobility Grant for PhD Candidates' has been established bases on the rates used by the Norwegian Research Council.
9	TIME and RESOURCES ALLOCATION FOR RESEARCH Measures to improve and standardise arrangements for time and resources allocation for research activities at USN. Revise existing policies and practices addressing the following aspects:			Complete. 'Guidelines for Workforce Planning at the University of South-Eastern Norway' was adopted by the University Board on 8 March 2022, and revised following an evaluation

	○ Develop a more uniform institutional system for; ✓ 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	and approved by the Rector in January 2025.
10	RESEARCH MANAGEMENT Measures to further improve competence and capacity within research management at USN:			Partly complete. A project in order to develop a Research Leadership Development program was established.

	Develop and implement research management training program for heads of department, leaders of research groups and research centre managers	1 st Quarter 2021	Department of Research and Internationalisation	A separate leadership program for heads of department has also been developed and implemented.
	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	As above		Enhancing the administrative support to research projects is a continuous effort but have improved markedly over the recent years and is now considered to be at an adequate level.