



All faculties
The Steering Group for HR in Research
Division of Research and Innovation
Division of Student and Academic Affairs
Division of Human Resources

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HR EXCELLENCE IN RESEARCH – implementation of action plan

The University of Bergen was awarded the prestigious “HR Excellence in Research (HREiR)” status in December 2019. The University’s work on HR in Research/Charter & Code has therefore entered a crucial phase in which UiB must implement the actions it has committed to as part of the application.

The work will involve many parts of the organisation. This letter is primarily intended as general information and describes the establishment of a structure for the follow-up and reporting of progress and results during the implementation phase. The preparations are based on how this was planned in the University’s application documents. In addition, the recommendations from the international assessment committee in terms of key considerations that must be safeguarded as part of the implementation work have also been followed up on.

The plans for project follow-up will be considered by the Steering Committee for the HR in Research project at the meeting in June and adjustments may be made.

Further information about actions and implementation

The University Board considered UiB’s application in matter for the Board 46/19 “HR in Research - Endorsement of the EU principles in Charter & Code”. The application has been drawn up in accordance with the European Commission’s enhanced HRS4R process (HR strategy for researchers) and describes all of the 15 established actions, including overall distribution of responsibilities and implementation deadlines. Documentation can be found at www.uib.no/charterandcode. (The web page is under redevelopment to accommodate the new phase).

The actions must be implemented by the responsible units within the line organisation, but the application also entails regular reporting and project follow-up through the HR in Research project during the implementation phase. It is important that the involvement of the various R&D employee groups is emphasised in the implementation of the actions. Please note that the implementation deadlines for the actions have been set based on scope and complexity and that it is necessary for work to commence immediately regardless of deadlines.

The work must be summarised and reported to the European Commission by way of a revised action plan in the autumn of 2021. The next milestone will then be the European Commission’s visit in 2024, which will entail reassessment/renewal of the HREiR status.

This is a UiB internal memorandum that will be approved electronically in ePhorte

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Follow-up from the Steering Group

The broadly composed Steering Committee for the HR in Research project at UiB will continue, with a focus on following up to ensure that the actions are implemented in accordance with the application and to set out the premises for the work on the revised action plan until the autumn of 2021.

The Steering Committee will convene two meetings each year. The meetings will be scheduled for the end of each semester. The follow-up efforts will be planned on the basis of the following main features:

- **At each meeting, the Steering Committee will consider updated reports for all actions.**
 - Actions for which there is a need for clarification about the process and content must be considered specifically by the Steering Committee.
 - Actions for which the implementation deadline falls within the current semester must be summarised so that the Steering Committee has the basis for approving the completion of the actions.
 - The Steering Committee will conduct an annual status review for the implementation, which will be included in UiB's annual report.
- **The HRS4R efforts must be visible and flexible and must include broad involvement of the target groups.**
 - Broad involvement of R&D employees is crucial for ensuring that the work is undertaken with the right perspective. This applies both to efforts related to individual actions and general follow-up and will be emphasised in connection with the work to revise the action plan.
 - Input relating to new instruments received centrally must be continuously forwarded to those responsible for adjacent actions and, if necessary, be escalated to the Steering Committee in the event of any major changes.
- **The Steering Committee's efforts should focus on the preparation of the revised action plan.**
 - Reporting and final assessments of actions must be supplemented with a perspective on the further development of the priority areas.
 - Emphasis is placed on the role of the Steering Committee when it comes to linking HRS4R efforts to new initiatives and input to improve HR in Research.

Administrative support system

The central administrative responsibility for the implementation process, including establishment and follow-up of control and support systems, has been assigned to the Director of Human Resources. The support system will ensure smooth processes and will facilitate positive dialogue between the project Steering Committee and those responsible for the implementation of the actions within the line organisation.

A Project Group was established during the application phase and played an important role in the preparation of the case. This group will continue as a resource group in the implementation phase, but will focus more on providing support and guidance to the line organisation for the implementation of actions and contributing to highlighting the work that is undertaken under the HRS4R umbrella.

The Project Group must be consulted during preparations for Steering Committee meetings, among other things to ensure broad representation in the considerations that are made.

The department of HR will manage the secretariat functions. Adviser Even Sørland will be the point of contact for any questions relating to the follow-up of actions during this phase.

Common guidelines – start-up meetings for clarifications and feedback

The 15 actions that will be implemented up to the autumn of 2021 are very different. Nevertheless, based on the University's application and the commission's feedback, there are grounds to establish some common guidelines for the planning of how such actions will be implemented specifically. The guidelines have been formulated as questions that must be considered when starting work on each action:

- 1. Involvement – researcher perspective:** How can we ensure that the action reaches the target group and that the work benefits the different researcher groups? How can we enable R&D employees to get involved and have a say along the way? Which specific improvements do we want to highlight – internally at UiB or externally?
- 2. Best practice:** Can the implementation of the action continue to build on good practices that can be refined further? Can a faculty or unit be tasked with developing good solutions that can constitute a template for joint actions? Can we create good internal venues to discuss the choice of direction based on different experiences/perspectives?
- 3. Milestones along the way:** What needs to be put into place to complete the action by the deadline? What are the natural stages in the development of the action? What directional choices/discussions do we want to escalate to the Steering Committee?

In the coming period, we will **invite some units to participate in start-up meetings** for the work on individual actions/groups of actions. The meetings will provide the basis for their own planning and will be summarised as feedback to the Steering Committee meeting on 19 June 2020.

We will shortly be sending out start-up meeting invitations and we request that the units clarify who will participate in the work to prepare the implementation. It would be useful to appoint a **coordinator/point of contact for the implementation of each action**.

The coronavirus situation is creating a challenging starting point for this process. Nevertheless, we ask that this work be prioritised as intended.

Sonja Dyrkorn
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