☐ An official EU website   How do you know?

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Internal Review

Case number: 2018NO359457
Name Organisation under review: University of Oslo
Organisation's contact details: PO box 1072 Blindern, Oslo, NO-0316
Submission date to the European Commission: 16/09/2021

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE

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STAFF & STUDENTS

	FTE	How do you know?
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4401	
Of whom are international (i.e. foreign nationality) *	1415	
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1432	
Of whom are women *	2025	
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1975	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1089	
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1337	
Total number of students (if relevant) *	27050	
Total number of staff (including management, administrative, teaching and research staff) *	8508	

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	815000000
Annual organisational direct government funding (designated for research)	573200000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	133200000
Annual funding from private, non-government sources, designated for research	39700000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

An official EU website   How do you know?

The University of Oslo (UiO) was established in 1811 as Norway's first university and is the highest ranked institution of education and research in Norway, and a leading European university.

UiO has eight faculties and three museums making it a research-intensive university within a broad range of scientific fields. Through knowledge, responsibility and commitment we shall contribute to a sustainable future. Strategy 2030 aims UiO to promote independent, ground-breaking, long-term research. To educate students with the knowledge, ability and willingness to create a better world. Strengthen its dialogue with the outside world and work to ensure that knowledge is put to use and be an innovative organization and an attractive place of work and study.

HR strategy for researchers at UiO https://www.uio.no/english/about/strategy/hr-strategy-for-researchers/

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

☐ An official EU website   How do you know?
Ethical and professional aspects*   ⌄

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

The University of Oslo meets the key requirements for ethical and professional aspects set in the Charter and Code. The sector analysis by the Norwegian Research Council shows that national legislation complies with the principles of the Charter and Code concerning ethical and professional aspects. UiO's original gap-analysis further showed that the university's personnel policy and practice complies both with national legislation and the principles set in the charter. This applies, for instance, to the regulation of freedom of research, professional accountability, PhD programs and research ethics. Following the last external review in 2014, there have been several important steps taken to further strengthen this area, both through national legislation and initiatives from the university.

From 2014-2017 an organization wide project named UiO: Research support, was delivered. The project aimed at strengthening administrative support for researchers with externally funded projects, through professionalizing the role as research support staff. The project conclusion focused on competence development, division of labour, collaboration and role definition across the organization. In 2016 the board of trustees approved the creation of a post of an Ombudsman for research ethics to supplement existing policies and routines.

In 2017 a new law on research ethics was introduced in Norway, strengthening the responsibilities both of researchers and research institutions. The university has implemented this new law in its policy and routines, and the faculties have strengthened routines specific to their research fields, along with role specific training. This work is implemented and monitored through annual action plans.

In 2016-2017 a project looked into career policy, involving the main researcher groups (R1-R4), set out to map the strengths and weaknesses of policies and career development initiatives. The project identified five main areas for future improvement: Career paths/structures, career planning, teaching merit,mobility, training and development.

In 2017 the board of trustees appointed a working group with the mandate to review the systems for judging teaching merit and propose ways to strengthen the acknowledgement of teaching experience in recruiting and promotions in research positions. The results from the working group have been implemented into policy and recruitment practices and a merit system for educational competence at UiO. The

☐ An official EC website report recommended building the foundation for a long-term investment in the merit of educational competence by increasing the How do you know? recognition of teaching qualifications in ordinary merit processes such as recruitment and appointments, promotions, staff evaluations and salary negotiations.

Following the project on career development policy (2016-2017), a working group was established in 2018 with the mandate to propose models for providing career planning and development for PhD, Post Doc and early career researchers (primarily for R2 and R3). In July 2019 they delivered their recommendations on the following resources: learning and development, supervision and mentoring, websites, career programs, competence development actions, network and other arenas for early career researchers.

In 2019, it was decided to establish a forum for research ethics at UiO. A meeting place across UiO for dialogue and discussion on research ethics issues for the university management, the research ethics committee, the science ombudsman and the faculties. The first forum meeting was held in 2020, and is set to meet twice a year.

In January 2021 a plan for implementing generic career support will be developed. Looking at how to facilitate for learning, training, and awareness in transferable skills (such as teamwork, presentation skills, research management, grant application writing skills etc.). Follow-up and further development of the system for career

Remarks (max 500 words)

The Ombudsman is an impartial role offering guidance and advice and will primarily function as a mediator between different parties in research ethical questions. The Ombudsman submits an anonymised annual report to the University Board with a copy to the Faculty Board about their work.

☐   An official EU website
      Recruitment and selection*   How do you know?
                                                                                                    ⌄

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

The university mets the key requirements for recruitment and selection set in the Charter and Code. National legislation and UiO policy and practice ensures that the recruitment process is open, transparent and merit-based. The original gap-analysis showed that policy and routines for selection, transparency, judging merit and qualifications were in line with the code. The analysis also showed that training and competence building, and long-term needs-planning could be improved, as well as strategies for attracting top talent. Competence building, and improvement of the recruitment process is, and must be, an ongoing activity. As part of the university's strategic goal of recruiting top talent on international level a project providing support and housing for international researchers resulted in the creation of The International Staff Mobility Office.

Since the external review in 2014 the following actions have been delivered or started; A policy for recruitment, a new and improved recruitment system, new training courses in recruitment and interviewing skills, and training for evaluation committees. A new recruitment policy for academic staff was approved by the board of trustees in June 2017. Based on the recruitment policy, annual plans for recruitment were developed locally (at faculties and museums). The action plan for implementing the recruitment policy was approved by the board of trustees in February 2018, where overall targets were set for recruitment at UiO. The faculties and museums worked on improving their recruitment processes locally, focusing on areas such as work flow mapping, equal practice across each faculty, and introducing a role of recruitment coordinator. Following the work by the faculties the need for an overall increase in the quality of the recruitment process was identified, entailing a standardization of the recruitment practice, decrease time of the process (both for the candidates and for the university).

The University has conducted an analysis of the OTM-R principles, the findings are that the requirements are met through today's practice, policy and national legislation. Certain areas, such as developing and strengthening competence, can be improved and will be followed up through work on diversity in recruitment with focus on inclusieve and broady attractive call texts. Work on unconscious bias in the recruitment process and that applicants with holes in the CV must be treated in the same way as the other applicants, and a work on judging merit in connection with teaching in recruitment of researcher staff (see note in ethical and professional aspects on the working group reviewing merit). The goal is to strengthen the merit of educational qualifications during the ordinary processes. The faculty of matematics and natural sciences address challenges through FRONT- A project to promote equality and gender balance. The FRONT

An official EC website

How do you know?

project works for a long-term and sustainable organizational and cultural change, where equal opportunities for women and men are a normal part of research life. The project started under the title "Female Researchers On Track" (2015-2019) and is continued in the project "Future Research- and Organizational Development in Natural Sciences, Technology and Theology" (2019-2022).

Remarks (max 500 words)

UiO has promoted a more comprehensive personnel policy with further development of recruitment, careers, gender equality and diversity and temporality as areas. It is important as part of being an attractive institution and maintaining a competitive advantage, but also to attract the best scientific staff. By lowering the number of staff on fixed term contracts and instead hire in permanent researcher positions, we will accieve a greater stability and greater results in the long term. Our open and transparent recruitment processes make us a serious, predictable and attractive employer. The work towards gender equality is an important foundation in the recruitment process. UiO wants more women into top scientific positions and management positions.

An official EU website

Working conditions*

How do you know?

ⱽ

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

The university meets the key requirements for *working conditions* set in the Charter and Code through national legislation and UiO policy and practice. The initial gap analysis showed that employment conditions secures the employees' rights, and complies with legislation. Work environment surveys (ARK national sector survey) and HSE work is done continuously and systematically and the faculties and their management teams follow-up and make improvements where needed.

A new action plan on gender equality, gender balance and diversity was introduced in 2018. The action plan has four main areas:

- Increased efforts to prevent harassment with a main focus on sexual harassment
- Higher proportion of women in academic positions and academic management positions
- Strengthening the work on diversity at UiO
- Better gender balance in all study programs

The plan is under evaluation to measure degrees of goal attainment within the four main areas, and will include actions to strengthen areas where needed. A new plan will be launced in 2021. The faculties and museums have their own specific action plans, based on UiO's central action plan, that is followed up on a local level. The faculties are incentivized through an annual amount specifically for actions connected to bettering gender equality and diversity.

In 2017 the university took steps to review its sexual harassment policies, and offered training to all managers in awareness, preventing and handling sexual harassment issues in 2018. A task force was appointed to look into developing preventional measures founded in research and best practice. The implementation of these measures is ongoing and training of all managers on all levels in the organization will continue.

An area the gap analysis showed needed improvement was regarding employees on fixed term contracts. This was one of the four areas of the original action plan (2012-2010). The current Rector and his team got elected on a platform which included a comprehensive personnel policy. Reducing the use of fixed term contracts is one of the key goals and an area with high priority. In 2017 a new law, Statsansatteloven (law on government employees), was introduced, reducing the room for hiring on fixed term contracts. The policies and routines were reviewed and updated, and both general training courses and training for target groups (managers and HR staff) was delivered.

☐ An official EU website

In 2018 the university's Rector appointed a working group to address the main challenges in reducing temporary work and to suggest key How do you know? areas to concentrate further work. The working group's proposals have resulted in an action plan to reduce temporary work.

In 2018 the university established the International Staff Mobility Office (ISMO), a specialist unit for research mobility at UiO, and is professionalizing of the onboarding of international researchers. ISMO is the university's Euraxess mobility center; a specialized support function for faculties, institutes and centers. One of the main tasks is to ensure a smooth and rapid onboarding for international employees. The office assists in questions related to housing, tax, social security and residence and work permit, career guidance to partner/spouse, assistance for kindergarten and school for children, etc. ISMO also have courses, events and workshops to make the transition to a new working culture easier, and help retain top talents and their families.

Remarks (max 500 words)

The Norwegian society is well-regulated and our researchers have good working conditions as a result of the rights-based society we live in. UiO is concerned that our researchers have good working conditions and further develops the guidelines internally. The International Staff Mobility Office also holds workshops on how to understand Norway's working culture. The aim of this workshop is to give the participants insight into the social norms and the unwritten rules of the Norwegian working environment. New employees from abroad and their leaders in Norway are invited to join, and the goal is to recognize the different angles of approach and create a common understanding.

Great attention and investment in measures to prevent and reduce harassment and sexual harassment at UiO, in all parts of the organization, create greater security and a better working environment. Through the Speak Up system we facilitate reporting and follow-up of censurable conditions to make UiO a safe and open workplace for everyone. Monthly training and guidance are provided for those who receive and process the cases with legal and skilled experts in the field. HSE managers at each unit are involved and responsible, and annual reports are sent to the University Board.

Gender equality and diversity are important foundations, and an exaple of UiO making an active stand in this have been to mark our involvement in the fight against prejudice and for human rights by active praticipation in the Oslo Pride program.

☐   An official EU website   **How do you know?**
      Training and development*   ⌄

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

The University meets the requirements for training and development set in the Charter and Code. The initial gap analysis showed that this was an area where the university had room for improvement. Career structure and paths are in place, and there are many training offers available for different researcher levels, from PhD researcher programs, mentor and post doc career programs, to our acclaimed research and educational leader programs, in addition to offers on transferable skills, research project, and applications of externally funded projects. The requirements put on the researcher role are changing rapidly with focus on ability to attract external funding for projects, to increase mobility and, networking and to gain transferable skills to compete in the global, European and national arenas. This requires additional types of knowledge and skills, and a new approach to career development and planning for researchers. The university recognizes that we, like many of our fellow institutions, can further improve our approach to career development and training.

The university has a variety of initiatives in place for the different researcher levels. Depending on their role, all researchers have access to leadership training in team work, communication, time management, ERC and Marie Sklodowska Curie application writing etc. within the general training offers.

Doctoral degrees and PhD

The PhD training and education at the university of Oslo is organized at the faculty level. The programmes provide research training similar to those found in doctoral schools across Europe, with a stipulated length of 3 years, including 6 months of course work.

Post doc programs

The access to career guidance and formalized training for the post doc group is not yet fully developed, but the largest faculties have developed programs focusing on research management, training in transferable skills, career development and career planning. Additionally the university offers a mentoring program for female post doctors.

Program for female researchers at MN -FRONT (only in Norwegian)

Post-doctoral program at The Faculty of Medicine

Post-doctoral program at The Faculty of Mathematics and Natural Sciences

An official EU website   How do you know?

Mentoring program for female postdocs

Researchers, associate professors and professors
There are several initiatives at the faculty level, like leadership training and research management and funding. The university offers the following programs:

- The research leadership program – Consolidating level
- The research Leadership program – Starting level
- The educational leadership program (Norwegian page only)
- Career development for female associate professors
- Pilot at Rosseland Centre of excellence - professionalize career development,
  These programs are offered on an annual basis and are continuously being developed and evaluated.

Remarks (max 500 words)

In the coming years the university will upgrade its administrative systems and implement HR systems that will support a large-scale implementation of career development systems, career planning and management support, giving us the opportunity of a systematic, efficient approach to plan, follow-up and offer career development.

The researchers' competence and career development will become increasingly important in the future, and we must have a good system for career support and competence development. We are therefore actively working to further develop UiO's competence development offer. A new project on developing and implementing standards for career development and training early career researchers will begin in late 2020/ early 2021. This project will focus on developing generic skills.

UiO is also in the steering group that The Guild has appointed on research careers and assessment to exchange good practices and engaging with the upcoming policy development in the context of ERA.

Have any of the priorities for the short- and medium term changed? (max 500 words)

An official EU website   How do you know?

The HRS4R report from June 2014 includes "protected research time for academic staff" as one of the key areas. This is achieved through more concentrated teaching schedules and improved education management. This area is therefore no longer a high priority in the HRS4R actions for the university.

UiO's strong position is the result of goal-oriented and systematic work over many years. In the period leading up to 2030, we will further develop the quality of research and education in order to strengthen UiO's position in the upper echelon of European universities. UiO will continue to build on its academic qualities, collegial values and organizational strengths and be an open and inclusive community for students and staff. At UiO, everyone will be included in a stimulating academic environment and participate in an engaging, positive and safe working and learning environment that brings out the best in everyone. This involves an active equal opportunity policy and recruitment practice that creates diversity and ensures equal rights. UiO will continue its work to reduce temporary employment and to further develop an integrated personnel policy. UiO will be characterized by collegial participation, creative interaction and good management.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

University of Oslo elects its top management for 4 years periods. From august 2017 a new team, consisting of Rector, pro-rector and two vice-Rectors were elected. The new political leadership has strengthened focus on a comprehensive human resources policy. Employees and students have been recognized as UiO's most important resource. UiO is therefore very concerned about how employees should be be taken care of and have opportunities to develop further. We strive to have a comprehensive and future-oriented personnel policy, an active personnel follow-up rooted in UiOs fundamental values and social mission as well as a steady long-term vision for the university.

In 2018 the University board decided four areas to be prioritized and for them to each have a working group and an action plan. The Board has 11 members and consists of a chairperson, three members elected from among the employees with teaching and research positions (where two are permanent faculty and one is fixed-term), one member elected from among the technical and administrative staff, two members elected from the student body and four external members. The Rector is the chairperson. The university management concentrates their efforts to implement these before new areas are highlighted.

The four areas are:

• **Recruitment**

• **Career policy**

• **Gender equality and diversity**

• **Reduce number of employees on fixed term contracts**

☐ An official EU website   How do you know?

There has been evolving development on all fields. Through a more holistic approach to personnel policy we have to a greater extent succeed in recruiting, retaining and developing our top academic staff. These are important elements for a serious and solid organization and employer such as UiO. It creates predictability for our employees and a safe working environment. Compliance is essential to build trust with the outside world, and in us as a research institution. With the shift in management, it was highly visible that they had clear goals of improvements. The goal is to ensure that a larger proportion of employees are in permanent positions. Reduction of temporary work is one of several elements in the comprehensive personnel policy. Temporary work must be seen in close connection with, among other things, UiO's recruitment policy, job structure and career policy. The Rector has appointed a broad-based working group to tackle the main challenges in the work of reducing temporary work. Another example is the career development for early stage researchershave to develop their generic competence.support, career support actions, and competence building, will also be important elements to address. The measures must be worked on over time, and at the same time we will provide initiatives in certain areas - eg framework for recruitment, improve recruitment processes.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The University of Oslo has prepared a ten-year strategy that are operationalized in annual plans, both on an organizational level and at the faculty/museum level. The strategic plan for the period 2020-2030 have layd a large impact on the direction and actions for the coming period. Our rectorate had a comprehensive personnel policy on the agenda in 2018, and this is what the coming action plans are building on.

Strategy 2030 builds on Strategy 2020 in emphasising UiO's position as a knowledge organization with a clear and binding integration of research, education and outreach. Strategy 2030 is based on four interdependent ambitions with objectives that outline the direction of UiO's development during the strategy period:

- Promote independent, ground-breaking, long-term research
- Educate students with the knowledge, ability and willingness to create a better world
- Strengthen the dialogue with the outside world and work to ensure that knowledge is put to use
- Be an innovative organization and an attractive place of work and study

There was an election for the top management in the spring of 2021,and Rector Svein was re-elected together with current Vice-Rector Åse Gornitzka Rector. On a national level there is a renewal coming for the act relating to universities and unversity college that will also lead to changes in our practices.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.   How do you know?

An official EU website

Proposed ACTIONS

Action 1

"Career development project (2016-2017) Assesing strenghts and weaknesses of current practice and delivering a rapport on areas for further improvement"

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	June, 2017	The Department of Personnel Support	Analysis of current state strengths and weaknesses Identified areas for further improvement

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 2

Science ombud - creation of a post of an ombudsman for research ethics to supplement to existing policies' and routines. The ombudsman is an impartial role offering guidance and advice, and will primarily function as a mediator between different parties in research ethical questions.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	October 2019	The Department of Personnel Support	Position hired

Current Status	Remarks
COMPLETED	This action was delayed due to difficulties in attracting candidates for the position, but is now completed.

Proposed ACTIONS

How do you know?

Action 3

Strengthened Research Ethical guidelines Revised national law on research ethics was launched in 2017, placing a greater responsibility on the researcher and research institutions. The university followed up with actions regarding routines and training for researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	December 2018	Department of Research and Innovation Administration	Implemented in policy Field specific training to be delivered to target groups at each faculty by

Current Status	Remarks
COMPLETED	This area will be further developed, possibly through developing online training for target Groups to Access at point of need.

An official EU website
Proposed ACTIONS

How do you know?

Action 4

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
UiO: Research support (2014-2017) A project aimed at strengthening administrative support for researchers with externally funded projects, through professionalizing the role as research support staff. The project focused on competence development, division of labor, collaboration and role definition across the organization.	7. Good practice in research	June 2017	Department of Research and Innovation Administration	Delivering training to target groups Defined roles and support offered implemented

Current Status	Remarks
COMPLETED	

An official EU website

How do you know?

Action 5

Recognizing teaching merit Reviewing ways to judge and accredit merit (and competence) for teaching and lecturing in recruitment and career paths.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code) 28. Career development 33. Teaching	December 2019	Educational Quality Office and The Department of Personnel Support	New policy and system for judging teaching merit developed and implemented

Current Status	Remarks
COMPLETED	

Action 6

Working group on early stage researchers To deliver standards for career development for early career researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	June 2019	Department of Research and Innovation Administration	Establishing institutional standards for career support for early career researchers.

Current Status	Remarks
COMPLETED	Institutional standards were adopted in March 2020.

An official EU website
Proposed ACTIONS

How do you know?

Action 7

Recruitment strategy/Policy for academic positions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 13. Recruitment (Code)	June 2017	The Department of Personnel Support	Recruitment strategy/policy approved by the university Board, published online and implemented in the organisation.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 8

New electronic recruitment system Improved support and standardization of the entire recruitment process

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 13. Recruitment (Code)	February 2017	The Department of Personnel Support	Standardized routines implemented Training delivered to target groups Calls to customer service reduced

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

How do you know?

Action 9

Improvement of recruitment process at the faculties The faculties reviewed their recruitment process and routines in order to reduce time

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 13. Recruitment (Code)	December 2018	Faculties	Overall time spent on the recruitment process reduced

Current Status	Remarks
COMPLETED	

Action 10

Reviewing and follow-up OTM-R checklist

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications (Code)	October 2018	The Department of Personnel Support	Analysis delivered to HR-director. Improvement areas identified and followed up in recruitment project 2019

Current Status	Remarks
COMPLETED	

An official EU website

Proposed ACTIONS

How do you know?

Action 11

Recruitment project - improving and standardization of the recruitment process and policy review.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 13. Recruitment (Code)	Start August 2020	The Department of Personnel Support	Review and remove obstacles in policy and practice

Current Status	Remarks
IN PROGRESS	

Action 12

ISMO International Staff Mobility Office

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

An official EU website

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 24. Working conditions 29. Value of mobility	January 2018	The Department of Personnel Support	All international researchers starting at the university are offered support All faculties and others recruiting international researchers are offered support Indicators: results of user feedback

Current Status	Remarks
COMPLETED	

☐ An official EU website

Proposed ACTIONS

How do you know?

Action 13

Statsansatteloven (law on government employees), was introduced, reducing the room for hiring on fixed term contracts

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions 25. Stability and permanence of employment	Continuous	The Department of Personnel Support	The policies and routines reviewed and updated, Ttraining for target groups (managers and HR staff) delivered.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 14

Work environment survey ARK Using the HE-sector developed tool for mapping and improving the work environment	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	23. Research environment 24. Working conditions	Continuous	All units	All units encouraged to take every 3 years Follow-up actions identified in survey Indicators - improvement over time

Current Status	Remarks
COMPLETED	

Action 15

Annual action plan for Gender equality and diversit yand inclusion - Current plan includes FRONT (Future Research- and Organizational Development in Natural Sciences, Technology and Theology), a project to promote equality and gender balance.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

An official EU website

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination 27. Gender balance 28. Career development 38. Continuing Professional Development	Continuous	The Department of Personnel Support and Faculties	Number of female research staff increased Diversity awareness training developed and offered to target groups. Target: FRONT: Map the hiring process and the promotion scheme, create new procedures and training programs with a view to gender-conscious hiring.

Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	The plan action plan for diversity, gender equality and inclusion 2021–2024 has been decided by the University Board.

Action 16

ISMO - onboarding, integration and dual career services

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Start January 2022	International staff Mobility Office, The Department of Personnel Support	Deliver scheme for improved onboarding for international researchers Actions for better integration developed and delivered continuously.

Current Status	Remarks
NEW	This work is currently in the planning stages. Postponed due to the Corona situation.

Proposed ACTIONS   How do you know?

Action 17

Employees on fixed term contracts Working group looking into initiatives to reduce number of employees on fixed term contracts

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions 25. Stability and permanence of employment	Mars 2019	Working Group repporting to the Unviersty top management team (Rector)	-Deliver analysis of key challenges. - Propose actions to be implemented to reduce number on fixed term contracts. - An action plan on reducing fixed term contracts.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS

How do you know?

Action 18

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Research leadership program - consolidating level A leadership development program tailored specifically for experienced research leaders on the operational level, such as group leaders, heads of research centers/programs, and leaders of large-scale international collaboration projects. The program is offered annually and has so far been attended by a more than 500 research leaders.	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Department of Research and Innovation Administration	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have an ongoing/continuous programme

An official EU website **Proposed ACTIONS** How do you know?

Action 19

Educational leadership program

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Department of Education Services	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have an ongoing/continuous programme

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Proposed ACTIONS

How do you know?

Action 20

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Research leadership program - starting level RLP-Start is a leadership program for researchers who are in the very beginning of their careers as research leaders. The aim of the program is to provide a basis for reflection and leadership training in the beginning of the process of developing good practice as a research leader.	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Department of Research and Innovation Administration	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have an ongoing/continuous programme

Action 21

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Career development for female associate professors Coaching groups and qualifying grants for female associate professor to gain necessary skills and qualifications for promotion				

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance 28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	The Department of Personnel Support	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	we have a career development programme for female associate professors With coaching groups and qualifying grants for female associate professor to gain necessary skills and qualifications for promotion

Proposed ACTIONS

How do you know?

Action 22

The postdoctoral program, Faculty of Medicine

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Faculty of Medicine	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	

Action 23

The postdoctoral career development program, Faculty of Mathematics and Natural Sciences

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Faculty of Mathematics and Natural Sciences	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have postdoctoral career development program, Faculty of Mathematics and Natural Science.s

Action 24

Career development programs for associate professors The Faculty of Humanities and the Faculty of Education both offer career development programs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	The Faculty of Humanities and the Faculty of Education	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have career development programs for associate professors The Faculty of Humanities and the Faculty of Education both offer career development programs.

Proposed ACTIONS

How do you know?

Action 25

Mentoring program for female postdocs A program contributing to career developing, career goals and career planning and networking.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance 28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	The Department of Personnel Support	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	We have a Mentoring program for female postdocs.

Proposed ACTIONS   How do you know?

Action 26

General training and Development schemes Training in transferable skills (teamwork, communication, time management, leadership,) and research funding (ERC, Marie Sklodowska Curie)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development	Continuous	Department of Research administrastion and support, Educational Quality Office, The Department of Personnel Support	Deliver training to target groups Trainee feedback

Current Status	Remarks
COMPLETED	

Action 27

Developing and implementing standards for career development and training early career researchers. Survey local units to assess local needs and capability. Work toward establishing division of responsibilities between central and local level.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	Start January 2021	The Department of Personnel Support	Target: Career development initiatives and tools can be further developed and assigned based on feedback from local units. Indicators: Local units have given feedback through survey.

Current Status	Remarks
NEW	This action will follow the results of the work on action 6. A project on the implementation of the standards will begin in late 2020/ early 2021. Report based on survey of local initiatives and needs completed spring 2021, results are being analyzed fall 2021

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Proposed ACTIONS

How do you know?

Action 28

HR-System System to support career planning, assessments, follow-up and development on an organization wide scale.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment 24. Working conditions 28. Career development	estimated start 2023	The Department of Personnel Support	Target: New HR solution adapted and in broad use across the organization. Progress can be tracked across number of features implemented and/or number of local units who have adapted the new system.

Current Status	Remarks

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Proposed ACTIONS

How do you know?

	Current Status	Remarks
	NEW	Implementation of a new HR-system follows a national-level initiative (BOTT) to renew and replace core IT services at Norway's largest universities. The national project is currently at a stage of reviewing potential suppliers and solutions for the HR-system. We have been informed this process will take longer than initially estimated and local implementation and use is on hold until the main project progresses.

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Proposed ACTIONS   How do you know?

Action 29

Develop a common training module in research ethics across UiO. A working group is being set up.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
3. Professional responsibility			
6. Accountability		Department of Research administration and support	Training module ready to be tested and used.
38. Continuing Professional Development	Estimated start January 2021		
39. Access to research training and continuous development			

Current Status	Remarks
NEW	The faculties have lots of their own offerings adapted to their activities, but there is a desire to also develop a common course across.

Proposed ACTIONS   How do you know?

Action 30

Working group for evaluation of researchers, policy and guidelines for evaluation of research and researcher qualifications at UiO.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 16. Judging merit (Code) 19. Recognition of qualifications (Code)	Start January 2021	Department of Research administration and support	A report that can form the basis for policy and guidelines for evaluation of research and researcher qualifications at UiO.

Current Status	Remarks
NEW	

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Proposed ACTIONS

How do you know?

Action 31

Create a forum for research ethics

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Mars 2020	Department of Research administration and support	Create a forum for research ethics.

Current Status	Remarks
COMPLETED	First meeting was held in the forum in October 2020

Action 32

Forum for research ethics, a meeting place across UiO to discuss research ethics -UiO's integrity and how we build and maintain a good academic environment and collaborative relationships.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Continuous	Department of Research administration and support	Intensify work on research ethics and research integrity buy having regularly meetings.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 33

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Personnel and recruitment policy. Making a standard for the recruited employees who work part or all of their position at UiO from abroad. Global mobility and work from abroad involves complicated processes, including international tax and social security rules.	5. Contractual and legal obligations 12. Recruitment 24. Working conditions 26. Funding and salaries	start December 2021	International Staff Mobility Office and The payroll Office	Employees will have an established way of clarifying/determinate their rights when working from abroad.

Current Status	Remarks
EXTENDED	This work is currently in the planning stages. Postponed due to the Corona situation. We are looking to hire help from an office outside our organization.

Proposed ACTIONS   How do you know?

Action 34

Career portal for early career researchers
(https://www.uio.no/english/research/young-researchers/)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions			
28. Career development			
30. Access to career advice	January 2021	Department of Research and Innovation Administration	New web-page launched and used
38. Continuing Professional Development			
39. Access to research training and continuous development			

Current Status	Remarks
COMPLETED	website was launched in 2021 and is updated continuously

Action 35

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

How do you know?

Action 35

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Coordinator of the 'Academic Refuge' project, a strategic partnership project under Erasmus+, aimed to improve the capacity of European universities to assist refugees and threatened academics on campus and to promote understanding and respect for higher education values.	1. Research freedom 2. Ethical principles 10. Non discrimination 12. Recruitment	2019	Department of Research and Innovation Administration	Improve the capacity of European universities to assist refugees and threatened academics, Promote greater respect for academic freedom and greater protection for higher education values.

Current Status	Remarks
COMPLETED	Established a MOOC on academic freedom with more than 3000 participants. A staff training on refugees in Higher education institutions. with 60 participants and online handbook on University values and three conferences with more than 400 participants.

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Proposed ACTIONS

How do you know?

Action 36

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Follow up and integrate HRS4R achievements from projects: * Participation in activities of the Norwegian Section of Scholars at Risk on a European and international level. UiO has a Scholars at Risk committee following up the engagement. * UiO is a partner of the EU-funded MSCA project InSPIREurope (2019-22) an Initiative to Support, Promote and Integrate Researchers at Risk in Europe	1. Research freedom 2. Ethical principles 9. Public engagement 10. Non discrimination 12. Recruitment 24. Working conditions 28. Career development 30. Access to career advice 38. Continuing Professional Development	Continuous	Department of Research and Innovation Administration, International Staff Mobility Office and faculties	- Hosting four scholars at risk every year and giving them a safe environment and improved career opportunities in Europe. - Facilitate trans-national cooperation between European and national initiatives and programmes in support of researchers at risk. - Documentation and policy advice to the EU, career development for researchers at risk, and support to host institutions and

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			employers with preparing the work environment for researchers at risk.

Current Status	Remarks
COMPLETED	Since 2009 UiO have employed 15 researchers at risk on a total of 25 full year equivalence. Researchers coming from Syria, Yemen, Iran, Pakistan, Mexico, Eritrea, Bangladesh, Turkey.

Action 37

UiO is a partner of the EU-funded MSCA project InSPIREurope (2019-22) an Initiative to Support, Promote and Integrate Researchers at Risk in Europe.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 3. Professional responsibility 9. Public engagement 10. Non discrimination	2022	Department of Research and Innovation Administration	Facilitate trans-national cooperation between European and national initiatives and programmes in support of researchers at risk.

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 19. Recognition of qualifications (Code) 21. Postdoctoral appointments (Code) 23. Research environment 24. Working conditions 25. Stability and permanence of employment 27. Gender balance 28. Career development 30. Access to career advice 38. Continuing Professional Development			Documentation and policy advice to the EU, career development for researchers at risk, and support to host institutions and employers on preparing the work environment for researchers at risk.

Proposed ACTIONS	Current Status	Remarks	How do you know?
	IN PROGRESS		

Action 38

Speak Up: A common gateway to all alert/notify systems, and carry out a common campaign to make them known.The systems help to ensure both students 'and employees' learning and working environment. The goal is to improve the ability to receive and handle reported cases in a correct, efficient, rational and consistent manner. A comprehensive framework for receiving and handling all cases reported through the registration systems that ensures that the cases are handled in the correct system (s), and ensures equal treatment, common understanding and practice for the entire institution. It also has a contingency function -in case of serious concerns.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Continuous	HMS	Increased knowledge of the registration systems. Low registration threshold that increases the volume of reported cases A (from the notifier perspective) seamless transfer of cases between the respective systems Clear processes and criteria for routing and
3. Professional responsibility			
5. Contractual and legal obligations			
10. Non discrimination			
23. Research environment			
24. Working conditions			
27. Gender balance			
34. Complains/ appeals			
35. Participation in decision-making bodies			

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			redirection of cases Efficient, rational and correct handling of the individual case A good and correct basis for trend analysis, statistics, decisions and continuous improvement

Current Status	Remarks
COMPLETED	Monthly training and guidance for those who receive and process the cases with legal and skilled experts in the field. HSE managers at each unit are involved and responsible, and annual reports are sent to the University Board. Our Speak Up system is shared with other interested Universities and University Colleges in Norway.

Proposed ACTIONS

How do you know?

Action 39

Reduction in fixed term contracts. The University of Oslo will ensure that a larger proportion of employees are in permanent positions.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
6. Accountability 12. Recruitment 24. Working conditions 25. Stability and permanence of employment 28. Career development	December 2020	The Department of Personnel Support	- Established and concrete goals for reducing temporariness in relevant areas for the various units that are followed up through management dialogue and development agreements. - Robust and stable environments that preserve the knowledge capital over time. - a concrete measurements in figures where one can see decline - the contribution of

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			temporary employees to professional renewal and competence development must be recognized. - be attractive employer with secure jobs.

Current Status	Remarks
COMPLETED	There is great variation in framework conditions and what are the biggest challenges at the various units at UiO. The number of fixed term contracts have been reduced and the awareness high.

Action 40

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

How do you know?

Action 40

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The University Board selects priority areas. The four areas are: • Recruitment • Career policy • Gender equality and diversity • Reduce fixed term contracts Three action plans within recruitment, career and temporary for the University Board for information. The action plans have been for the first review with the deans and the plans have been discussed with the civil servants' organization. The action plan for equality, gender balance and diversity is presented as a separate decision case.	1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 10. Non discrimination 12. Recruitment 24. Working conditions 25. Stability and permanence of employment 27. Gender balance 28. Career development	February 2018	The University Board	-Main priority areas are selected - Action plans for each area are approved

Proposed ACTIONS   How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
30. Access to career advice			

Current Status	Remarks
COMPLETED	

Action 41

Deeper involvement of HR-leader network and additional information to trade unions about HRS4R activity.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
6. Accountability 35. Participation in decision-making bodies	Start October 2021	The department of personell	Indicator: Meetings with trade unions and interest organizations about the HRS4R work at UiO have been held Indicator: The HR-leader network have been given a clear mandate in

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Proposed ACTIONS

How do you know?

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				the HRS4R work Indicator: The HR-leader network has set goals for their future work with HRS4R Target: The HR-leader network, the trade Unions and the interest organizations has insight in the process and knows how they can participate and contribute to the HRS4R work

Current Status	Remarks
NEW	

Proposed ACTIONS   How do you know?

Unselected principles:

8. Dissemination, exploitation of results   11. Evaluation/ appraisal systems   17. Variations in the chronological order of CVs (Code)

18. Recognition of mobility experience (Code)   20. Seniority (Code)   22. Recognition of the profession   31. Intellectual Property Rights

32. Co-authorship   36. Relation with supervisors   37. Supervision and managerial duties   40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.
Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:
https://www.uio.no/english/about/strategy/hr-strategy-for-researchers/

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The University has conducted an analysis of the OTM-R principles, the findings are that the requirements are met through today's practice, policy and national legislation. Imporant areas will be followed up through the planned new actions. (see actions and the OTM-R checklist submitted).

It is published with a link on our HR-Strategy for researchers webapge as listed in the URL field. (under Recruitment). You will then be sent to this web page:

https://www.uio.no/english/about/strategy/hr-strategy-for-researchers/omtr-checklist-uio.pdf

How do you know?

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

The University of Oslo implemented the Charter and Code in 2010

The university signed its letter of commitment in 2009. In December 2009 a working committee was given the task to conduct the gap analysis, which they presented to the university Rector and director in May 2010. The Gap analysis showed that the university by and large meet the requirements in the Charter and Code. Some areas were considered in line with the intentions of the C&C, but were areas where the university had already seen potential for improvement, such as regarding research ethics, HSE, anti-discrimination and the education of researchers (PhD-programs). While a few areas were identified as areas where the university had room to improve, these were areas such as employees on fixed term contracts, competence development and career development, and further improvement of the recruitment process.

A steering group was then appointed to oversee the work on the original HR action plan, consisting of the following four areas:

- Recruitment
- Competence development
- Staff on fixed term contracts
- Protected research time
  The steering group oversaw the work on in the four areas that were organized as projects with representatives of the main stakeholder groups, researchers, staff on fixed term contracts, and HR-specialist.
  Parallel to the work with the Charter and Code the university launched its first strategic plan, and the areas of the HR action plan was imbedded in the institution's overall strategy. Then following the process of three year action plans with reporting and follow-up. Implementation is monitored and followed through yearly reports and further actions. Our system further safeguards the follow up on the individual activities described in the plan. The responsibility for implementing the measures in this action plan lies with the university Director and will mainly be fulfilled by the departments of the central administration, the faculties and museums. The university implemented a project framework in 2015 and organizes its development projects accordingly, ensuring stakeholder involvement and follow-up of actions from the strategy and action plans. The university does not at this time have separate HR, or research strategies or action plans. However, through the embedding of the main areas from the HRS4R in the strategic plan the organization maintains a high level focus on these areas.
  In preparing for the internal review the HR department reviewed the action plans, reports and goals in the strategy to fil out the necessary areas. This work involved:
- The HR-Department
- The Department of research and innovation administration
- The university management

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

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How do you know?

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and duly justification (max. 500 words)

The University of Oslo does not have one separate over-reaching monitoring system for all the initiatives in the HRS4R Action Plan. As we are a large university, we believe locally empowered HR initiatives better serve each researcher's needs by being closer to the researcher's situation and working conditions. The action plan is embedded in our report system where all local units report on their activities and results are linked to tine HR Action Plan. These reports are in the form of local operating plans and annual reports. The University Board is the ultimate authority over these reports, thus ensuring that the action plans have attention at our highest level. Our system further safeguards the follow up on the individual activities described in the plan by monitoring them locally through annual performance assessment interviews. Local leaders are responsible for follow up, and our HR leader network has made the practical execution of C&C a priority activity starting from fall 2021. The responsibility for implementing the measures in this action plans lies with the University Director and will mainly be fulfilled by the departments of the central administration, the faculties and museums. The specific distribution of tasks will take place annually through the University's normal procedures for annual plans and budget decisions.

The Director of Personnel is responsible for Charter and Code and HRS4R, the Department of Personnel has an adviser who work on Charter and Code for UiO as a participating organization, who also follows up on the continuous work, and is active in the Euraxess network. The Director of Personnel both reports activities to the University director and participates in the HR Leader network. The University director prepares and advises on matters to be dealt with by the Board, and is responsible for the implementation of Board resolutions. This ensures the quality and involvement that is advocated in the strengthened HRS4R procedures.

The Director of Personnel has been posted as an institutional contact point beyond the advisor. To prevent the vulnerability we have experienced in the previous period with HRS4R report, we have established a common mailing list for the department. This way we hope to avoid any unforeseen events.

An official EU website								How do you know?
How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and duly justification (max. 500 words)

As asserted in the previous section, the University of Oslo does not organize the execution of the AP as a single monitorable project, but rather as distributed efforts across our local units. Researcher involvement in each individual action and project is ensured through our procedures for project management, transparency and general stakeholder handling.

When working with the Gap-analysis and implementation from 2009-2012 the university appointed working committees and large-scale workshops involving members of the key stakeholder groups from the research community. Since then the University has implemented a project framework (based on Prince2) ensuring stakeholder involvement as a key activity in all projects and working groups. Project reports and progress are available for review upon request and we strive to make as much of the project documentation public. Furthermore, researcher involvement is also achieved through the mandatory involvement of unions and employee representatives, and collaboration with interest organizations across all our initiatives.

Charter & Code is tightly integrated in ordinary day-to-day operations. Working groups across the university on ethical and professional aspects, work conditions, training, development, recruitment and selection charter and code are part of the work basis.

How did you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

Detailed description and duly justification (max. 500 words)

HRS4R is imbedded in the strategic plan and the related areas, recruitment, professional development of researchers etc.

To gain visibility of HRS4R at UiO and make sure that the HRS4R is embedded in the HR policy and work at UiO we will lift the HRS4R work into the HR-leader network, where they will both gain knowledge of and be made more responsible for the work with the HRS4R. The HR-leader network is a cross-faculty group comprised of each unit's leading HR-representative. The network is primarily an arena for discussing various initiatives related to organizational- or employee development and ensuring common understanding of goals and processes within the HR field across organizational units.
The HR-leader network is a cross-faculty group comprised of each unit's leading HR-representative, organized by the central Department of personel affairs.

We will also Trade Unions will be involved on a deeper level then earlier, before they were involved in each action points, now they will be informed and involved also on the strategic level of HR4RS so they will get more familiar with the overall work performed, not just each action point separately.

How will you ensure that the proposed actions are implemented?*

Detailed description and duly justification (max. 500 words)

The responsibility for implementing the measures in this action plan lies with the University Director and will mainly be fulfilled by the departments of the central administration, the faculties and museums. The specific distribution of tasks will take place annually through the University's normal procedures for annual plans and budget decisions.

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How will you monitor progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

Progress is monitored trough the leaders who are responsible for the action points. They inform the University board by sending annual reports. The board is responsible for ensuring that the institution maintains high academic standards and is run efficiently and in accordance with current laws and rules. The reports are in the form of local operating plans and annual reports. Our system further safeguards the follow up on the individual activities described in the plan. The activities are monitored through annual performance assessment interviews.

To make it easier to monitor progress of each action point continuously the University of Oslo will start adopting quantitative indicators into our HRS4R Action Plan, as we currently do not distinguish between goals and targets in our current HR-plan. All future new actions that will be added to the action plan will include quantitative indicators and a monitoring plan during the projects period.

How will you measure progress (indicators) in view of the next assessment?* ⌄

Detailed description and duly justification (max. 500 words)

Largely same as the above points. Following action point 41 we will look into potential new responsibilities and procedures within the HR-leader network.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)