

Proposed ACTIONS		
Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>REVISION TO ESTABLISH A COLLECTIVE OTM-R POLICY</p> <p>UiB has a recruitment system in accordance with national regulations. After considering the checklist for Open Transparent and Merit Based Recruitment (OTM-R), work was initiated to establish a collective OTM-R policy in accordance with the EU's OTM-R package. This work will be continued in line with the auditors' recommendations.</p> <p>In the overall UiB Strategy for 2019-2022, "holistic/comprehensive employer policies and practices" are a priority instrument for the priority area "A stimulating and inclusive working environment". A separate project has been initiated to standardise HR processes to support this work. The project has been established with a separate Steering Committee and Project Group, as well as a User Group (https://www.uib.no/foransatte/146018/standardisering-av-hr-prosesser).</p> <p>A broad review and description of the appointment processes at UiB (collective best practices) are being performed on the basis of mapping and input from faculties/departments (HR managers and users). The reviewed processes are highlighted on the web page, together with the OTM-R policy and rules. Mechanisms will be established to ensure quality and coherence in the regulations.</p> <p>Faculties and departments contribute resources to the temporary working groups established in connection with the implementation of "standardisation iterations". The work is based on UiB's regulations. The project applies working forms and methods that ensure user participation and involvement, as well as good progress.</p>	(++) 12. Recruitment (++) 13. Recruitment (Code) (++) 14. Selection (Code) (+/-) 15. Transparency (Code)	Spring 2023
	Responsible Unit	Indicator(s) / Target(s)
	HR	Overall OTM-R policy established in line with the action. Processes and rules visible online. Quality assurance established.
Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Considered to have been implemented.		

Proposed ACTIONS		
Action 3 RECRUITMENT TRAINING The gap analysis points out the need for uniform training for members of selection committees and employees involved in recruitment processes. The work on the follow-up of this action will continue. In addition to common regulations, the training must also account for differences between faculties. The action will ensure: - Development of e-learning modules for recruitment processes - Training for members of expert committees - Training related to interviews and reference interviews The different training modules will be collectively highlighted online. The work must take into account the national process relating to regulatory amendments and common guidelines.	GAP Principle(s) (++) 14. Selection (Code)	Timing (at least by year's quarter/semester) Autumn 2022
	Responsible Unit HR and the faculties	Indicator(s) / Target(s) Established training services
Action 4 RECRUITMENT MANAGEMENT DATA Based on the OTM-R checklist, UiB has initiated work to develop better tools and procedures to obtain relevant management data and indicators for recruitment. The work will be continued to ensure that the improved registration of information in the recruitment system (Jobbnorge) is followed up on and that good reporting procedures are established in the implementation of the new payroll system to ensure relevant HR analyses. The action will also support Action 13 (platform of knowledge regarding discrimination and diversity) and the further development of systems linked to payroll (Action 15) and reporting to the authorities (Database for Statistics in Higher Education - DBH).	GAP Principle(s) (++) 12. Recruitment	Timing (at least by year's quarter/semester) Spring 2023
	Responsible Unit HR and the faculties	Indicator(s) / Target(s) S2023: Annual cycle for regular reporting of management data relating to recruitment established S2024: Report based on the data, analysing on the situation in the area of recruitment for

Proposed ACTIONS

use in the work on the revised Action Plan (HRS4R).

Action 5

Considered to have been implemented.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Action 6

COUNSELLING ON CAREER OPPORTUNITIES OUTSIDE ACADEMIA

The gap analysis shows that the university mainly provides counselling on career opportunities within academia, but to a lesser extent on the opportunities available outside of academia. In practice, a large proportion of the research fellow group will not have a further career path in academia and this group is therefore the main focus of this initiative.

UiB aims to develop services that can contribute to awareness and visibility of career opportunities outside academia and that also raise awareness in business and industry of the expertise that PhD candidates possess.

- 1) In February 2022, UiB will launch a new career centre that, among other things, will offer careers advice services to PhD candidates. The launch will be closely monitored to ensure that the initiative is effective and accessible. In connection with UiB's annual report, the indicators that capture usage and user experiences must be reported.
- 2) Each faculty will arrange career days that are aimed at research fellows and postdoctoral fellows.
- 3) Each PhD programme will offer courses in transferable skills.

(-/+) 30. Access to career advice
(-/+) 39. Access to research training and continuous development

Autumn 2024

Responsible Unit

Indicator(s) / Target(s)

HR, FA and the faculties

- 1) The career centre will be established and well known throughout the organisation
- 2) Career days will be arranged (subject to the pandemic situation)
- 3) Courses in transferable skills will be available to everyone in PhD programmes.

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Action 7		GAP Principle(s)
<p>TRIAL OF CAREER DEVELOPMENT TOOLS</p> <p>There are several career development tools that have been developed for the sector. UiB wishes to gain experience of the use of such tools as an element in taking a greater institutional steps in relation to career development.</p> <p>Based on the experience gained from the Momentum programme, the work on a pilot project to trial a career development tool will be continued. The tool will be incorporated in the templates for onboarding/performance assessment interviews for the pilot units.</p> <p>The pilot project will be aimed at a group of PhD candidates starting in 2022.</p>	<p>(-/+) 28. Career development</p>	<p>Timing (at least by year's quarter/semester)</p> <p>Spring 2024</p>
		Responsible Unit
		Indicator(s) / Target(s)
	HR og program/fakultet (pilot)	<p>Spring 2022: Oppstart pilotprosjekt</p> <p>Spring 2024: Oppsummering av status og erfaringer så langt</p>
Action 8		GAP Principle(s)
<p>Considered to have been implemented.</p>		Timing (at least by year's quarter/semester)
Action 9		GAP Principle(s)
<p>PILOT PROJECT FOR R&D WORK RELATING TO OWN TEACHING</p> <p>In the survey various views were presented on how to facilitate the development of educational activities in the scientific positions.</p> <p>At the system level, projects are being worked on for documentation of educational competence and establishment of award schemes for education both centrally at UiB and in the faculties. In addition to enabling employees' development of their own teaching, there is also a need to work for more contact with business and industry and more interdisciplinary cooperation. Overall, these initiatives create a need for incentives and adaptation.</p> <p>UiB will establish a one-year project whereby some employees in a pilot project are allowed to use 10% of</p>	<p>(++) 33. Teaching</p>	<p>Timing (at least by year's quarter/semester)</p> <p>Autumn 2023</p>
		Responsible Unit
		Indicator(s) / Target(s)
	HR and SA	<p>S2022 Project plan approved</p> <p>A2022 Project start-up</p> <p>A2023 Final report from the project</p>

Proposed ACTIONS

their teaching time for R&D work related to their teaching, and establish support schemes associated with this. The work should be targeted towards the development of employees' own teaching, greater contact with business and industry and/or increasing the interdisciplinary nature of the education we provide.

Follow-up must be viewed in connection with the UiB FRAM project and the work on the planning of teaching to ensure uninterrupted time to conduct research.

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)						
<p>ARENA FOR DEVELOPMENT OF THE SUPERVISOR ROLE</p> <p>The gap analysis has uncovered several circumstances that are related to supervision and the role of supervisor. There is a basis for strengthening the institutional system for supervision and the supervisor role, although several faculties have their own systems. In the workshops, proposals were made to establish arenas across the organisation to facilitate the exchange of experiences and also training of supervisors with the objective of strengthening this role at the institution. UiB will follow up on this by establishing a supervisors' forum.</p> <p>The clarification of roles has been added to the new "onboarding" process for newly appointed PhD candidates. Different types of courses for supervisors, to be identified. An important focus will be to accommodate younger researchers being given the opportunity to develop as supervisors.</p> <p>The focus of the action will be the cultivation of the role of the supervisor. Central follow-up factors are</p> <ul style="list-style-type: none"> - creating meeting places - ensuring that younger researchers get practical support to build experience as a supervisor - supporting the development of initiatives aimed at supervisors at faculties that currently do not have such initiatives in place. 	<p>(++) 3. Professional responsibility (+/-) 37. Supervision Autumn 2023 and managerial duties (+/-) 40. Supervision</p>							
	<table border="1"> <thead> <tr> <th data-bbox="925 1153 1109 1258">Responsible Unit</th> <th data-bbox="1109 1153 1402 1258">Indicator(s) / Target(s)</th> </tr> </thead> <tbody> <tr> <td data-bbox="925 1258 1109 1386">HR and FA</td> <td data-bbox="1109 1258 1402 1386">A2022: Courses collated and highlighted</td> </tr> <tr> <td data-bbox="925 1386 1109 1951"></td> <td data-bbox="1109 1386 1402 1951">S2023: Established Supervisor Forum</td> </tr> </tbody> </table>	Responsible Unit	Indicator(s) / Target(s)	HR and FA	A2022: Courses collated and highlighted		S2023: Established Supervisor Forum	
Responsible Unit	Indicator(s) / Target(s)							
HR and FA	A2022: Courses collated and highlighted							
	S2023: Established Supervisor Forum							
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)						
<p>Considered to have been implemented.</p>								

Proposed ACTIONS		
Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>ACADEMIC CV AND CAREER INTERRUPTION The code of conduct for the recruitment of researchers (Code) points to the importance of a CV with an interruption in the academic path not leading to disqualification of applicants. UiB is concerned that recruitment should take place on the basis of qualifications and wants to ensure a practice whereby interruption should not exclude qualified applicants from being considered.</p>	<p>(++) 10. Non discrimination (++) 17. Variations in the chronological order of CVs (Code)</p>	<p>Autumn 2024</p>
<p>Rules and procedures at UiB are consistently found not to constitute an obstacle to interrupting/choosing alternative career paths, but that it may be important to continue working on culture/practices. Consideration should be given as to whether UiB's common regulations should explicitly clarify the obligation to support applicants with interruptions in their career paths. This will be considered in connection with the follow-up on the national review of the regulations relating to the Norwegian University and University Colleges Act.</p>	Responsible Unit	Indicator(s) / Target(s)
	<p>HR</p>	<p>The subject will be discussed in the description of the recruitment process.</p> <p>A new rule to safeguard applicants with interrupted career paths must be considered in writing in connection with the implementation of new regulations.</p>
Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>PLATFORM OF KNOWLEDGE REGARDING DISCRIMINATION AND DIVERSITY The gap analysis shows that relatively few researchers are recruited from underrepresented groups, even though UiB works actively to promote equality and diversity. UiB's diversity and inclusion action plan stipulates that no one should experience discrimination, and that the diversity perspective should be taken into account in announcements. The review of the OTM-R checklist showed that insufficient data is currently available to assess action in this area. Therefore, actions are being taken to establish a system for a better platform of knowledge relating to equality, diversity and discrimination, which can also be used in the auditing of action plans.</p>	<p>(++) 10. Non discrimination</p>	<p>Autumn 2024</p>
	Responsible Unit	Indicator(s) / Target(s)
	<p>HR</p>	<p>Spring 2023: Annual cycle for fixed reporting of data on discrimination and diversity established</p>

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The further development of the action has also been included in the draft action plan for equal opportunities and diversity. Progress must be adapted to the action plan for equal opportunities and diversity. Coherence with Action 4 on recruitment management data, as well as the further development of systems linked to payroll (Action 15) and reporting to the authorities (Database for Statistics on Higher Education - DBH – dbh.nsd.uib.no/), must also be ensured.

Autumn 2024: Written platform of knowledge for use in the work on the revised Action Plan (HRS4R).

Action 14

GUIDELINES AND EMPLOYMENT AGREEMENTS FOR STAFF ENGAGED IN INTERNATIONAL APPOINTMENTS AND EXTERNALLY FUNDED PROJECTS

Although UiB fulfils the requirements of C&C with regard to appointments, increasing participation in international networks and externally funded project work will require guidelines for employment agreements to be developed for employees engaged in international employment relationships and externally funded projects.

Thorough collective guidelines have been established to govern and provide guidance on UiB's international employment relationships, appointments in international joint projects and employment contracts for international employment relationships. The guidelines form the basis for the detailed design of templates for employment contracts (supplements to employment contracts) that govern UiB's international working relationships and externally funded projects.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(++) 21. Postdoctoral appointments (Code) (++) 24. Working conditions
Spring 2022

Responsible Unit

Indicator(s) / Target(s)

HR

Templates for employment contracts established for the different categories of international working relationships and externally funded projects.

Action 15

Considered to have been implemented.

GAP Principle(s)

Timing (at least by year's quarter/semester)

Action 16

NEW ACTION:

NEW ACTION PLAN FOR EQUAL OPPORTUNITIES AND DIVERSITY

GAP Principle(s)

Timing (at least by year's quarter/semester)

(++) 10. Non discrimination

Autumn 2022

Proposed ACTIONS

The University of Bergen previously had two action plans: Action Plan for Gender Equality 2017-2020 and Action Plan for Diversity and Inclusion 2017-2020, both of which were extended to 31 July 2021. The plan now is to establish a new, collective action plan for diversity, inclusion and equal opportunities for the 2022-2026 period. The new action plan will look at these topics in context to increase awareness of how several different bases for discrimination interact and reinforce inequalities. The plan and the actions will be established in line with the requirements and recommendations of the Horizon Europe Guidance on Gender Equality Plans.

The work that is currently undertaken within diversity and equal opportunities largely takes place at a strategic and overall level. Faculties and units should be more involved in this work, in order to achieve greater specific goal attainment and implementation in the organisations. In order to provide a more operational approach to future diversity and equality work, the action plan will consist of a common element with collective central actions and a decentralised element, for which actions must be designed locally in faculties and units.

Responsible Unit	Indicator(s) / Target(s)
HR	<p>Spring 2022: Overall action plan adopted by the University Board.</p> <p>Autumn 2022: Local faculty actions adopted by the Faculty Boards.</p>