University of Bergen

Health, Safety and Environment, Action Plan 2006-2008

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1 Introduction

Health, safety and environment (HSE) is code for a collection of fundamental concepts and methods related to working environment, safety and external environment. For the University of Bergen (UiB) this means that both requirements and responsibility for HSE must be practised throughout the organisation. In addition, non-conformance must be reacted to and, if necessary, have practical consequences.

In recent years the university and university college sector has undergone major changes and is still facing great and radical challenges. Relevant consequences of the Quality Reform are helpful in illustrating this:

- New degree structure, extended academic year, new forms of instruction and evaluation and new standards for the students' learning environment (cf. Act relating to Universities and Colleges of 1 April 2005).
- A new, results-dependent budgetary model from the Ministry of Education and Research that is meant to stimulate increased production of research and teaching at the same time as it safeguards the quality.

Changes and restructuring processes make great demands on both the organisation and the people who fill it. The University of Bergen is a knowledge-based institution whose greatest resource is creative and innovative staff. Employees who enjoy their jobs are more committed, loyal, healthy and adaptable than those who do not. New challenges, reorganisations and increased requirements for productivity therefore demand *stepped-up* efforts to take care of the individual employee and of health, safety and environment as a whole.

A fundamental precondition for facing challenges in a constructive manner is to create suitable routines for HSE follow-up.

Even the best intentions may, however, turn into challenges if they are not followed up by action. A challenge for UiB is therefore to develop, also in the coming period, an organisational culture and a system that defines common goals, provides feedback on work well done, catches non-conformance, and intervenes in the event of stagnation, conflicts or physical danger. Zero tolerance of all forms of harassment goes without saying, and UiB must be dominated by a culture that rejects it. Consciousness-raising and expertise in working environment questions at all levels of the organisation are key tools for achieving this, and are systematised inter alia through the measures in the HSE action plan.

One of the consequences of the changed framework conditions faced by the University of Bergen is related to more permanent organisational factors, in particular the need for a strengthened personnel manager role on all levels of the organisation.

Managers are confronted with greater responsibility, duties and requirements. This also involves an expectation that employees are properly taken care of. The most critical factor for success in the managerial role is good human resources management. This requires managers who are capable of making use of personnel-policy instrumentalities designed to develop a good working environment, and create job satisfaction and motivation. It is therefore

desirable to strengthen the managerial role at UiB, and, as part of this, the University Board resolved on 25 November 2004 that before 1 August 2007 a joint management structure would be created for all departments with appointed heads of departments.

The present plan envisages a further strengthening of the psycho-social working environment. We shall expect and facilitate participation and commitment on the part of employees and students for development and safeguarding of their own working environment.

The ambition is that health, safety and environment factors be injected into all planning and all operations. In this way we desire an enhanced focus on all factors related to HSE in the widest sense, which is crucial if we are to attain the ambitious objectives that UiB has set itself regarding quality of research and tuition in the coming plan period. The measures in the present action plan shall contribute to anchorage and implementation of centrally-defined targets for HSE at UiB. This means inter alia at managers at all levels shall be given the necessary expertise so that they may meet HSE-related challenges and new framework conditions in a professional manner.

2 Summary

The present plan is based mainly on: “Action plan for development of health, safety and environment 2003-2005”. The focus areas from the previous plan are continued. The lay-out has, however, been amended and the measures, naturally enough, revised.

The new action plan emphasises the work of strengthening the psycho-social working environment, including quality control in connection with development and operation of support systems. The plan will also involve a strengthening of the human-resources manager role on all levels of the organisation.

The work of strengthening health, safety and environment at UiB is an instrumentality for strengthening the University as a forward-looking research and educational institution with high quality and with a high degree of awareness as regards employee follow-up and social responsibility.

<u>The plan includes the following focus areas:</u>

1. *Management*
   There is great emphasis in the plan on ensuring that UiB’s managers possess the necessary expertise and confidence to discharge their responsibility.

2. *Psycho-social working environment*
   Main focus area defined in the terms of reference. Concerns all employees and students, and is the most important priority area in creating and safeguarding good workplaces.

3. *The role of the safety delegates as active supporters for the entities’ managers and employees.*
   The safety delegates are assigned a central role in the work of developing a good

working environment. UiB needs a safety delegate system that is well-organised and in which the players possess a high degree of authority and expertise.

4. *External environment*
   Main focus area defined in terms of reference. Describes safeguarding of our external environment including polluting emissions and discharges, energy conservation, recovery of waste and an environment-conscious, "green" procurement policy.

5. *Health and buildings*
   UiB has a large building stock, which includes old buildings, and that houses a great diversity of activities with appurtenant requirements. This poses great challenges related to problem-solving, prioritisation and joint action.

6. *Particularly hazardous working environments*
   The continuation of the focus area in the action plan for HSE 2003 - 2005 ("Physical and chemical working environment and safety") has now been extended to embrace factors related to biological agents (for example, infection and gene-modified organisms) and various forms of fieldwork. All together, this represents obvious challenges with sometimes major risk potential.

The present plan contains no references to the students' learning environment. Nor has the interface with the Learning Environment Committee's area of responsibility been reviewed, and such a review ought therefore to be held. The Directorate of Labour Inspection is the supervisory authority for both the employees' working environment and the students' learning environment, and the quality assurance work should therefore be coordinated.

3 Terms of reference and the committee

In the meeting of the Working Environment Committee (AMU) on 3 March 2005 it was concluded that a committee ought to be appointed to prepare an action plan for health, safety and environment at UiB.

Terms of reference:
On the basis of the Action Plan for Development of Health, Safety and Environment at UiB 2003-2005, the Committee shall prepare proposals for a continuation of the plan, that is, a rotation of the action plan to apply to 2006. As previously, it is desirable to focus particularly on the psycho-social working environment. In addition, the committee will evaluate and provide input as regards the external environment, including pollution, use of energy, materials recycling etc.

Through the work of the committee, the terms of reference were further specified in that an action plan for development of health, safety and environment at UiB for the planning period 2006-2008 was submitted, plus a list of measures for 2006. The list of measures is meant to rotate each year.

Committee:

Chief Librarian Pål H. Bakka (Coordinator)

Senior Adviser Tone Bergan
Occupational Health Officer Ragnar Flo
Assistant HR Director Eli Glambek
Administrative Head of Department Agnethe Erstad Larsen
Faculty Director Johs Teigland
Chief Safety Delegate, departmental engineer Wenke Trovik

The Human Resources and Finance Department has performed the secretarial function.

4 Objectives

Strategic Plan 2005-2010 describes the university of tomorrow as an institution that is "given an ever-greater responsibility for its own development and allocation of resources". This means that to a much greater degree than before, UiB must take responsibility for its own dispositions and its own choices. As early as 1996, the university board defined the following overriding targets for the working environment, namely that UiB shall:

- *promote creativity, learning, work capacity, health and job satisfaction*
- *ensure that staff and students do not develop work-related sickness or fall victim to accidents*
- *be inclusive also for staff and students who develop failing health and reduced capacity for work*
- *ensure that all managers, employees and students are treated with reciprocal respect, and are shown care and given responsibility. No form of abuse of power will be tolerated.*

With the present action plan, UiB wishes to signal that conscious and systematic safeguarding of employees and environment is an absolute precondition for mastering the challenges the institution is currently facing. An optimised working environment creates job satisfaction and productivity, and ensures that time and energy are focused on the core areas, namely research and tuition.

An action plan must be so offensive that it inspires visions, creates positive unrest and moves boundaries; at the same time it must be feasible to implement.

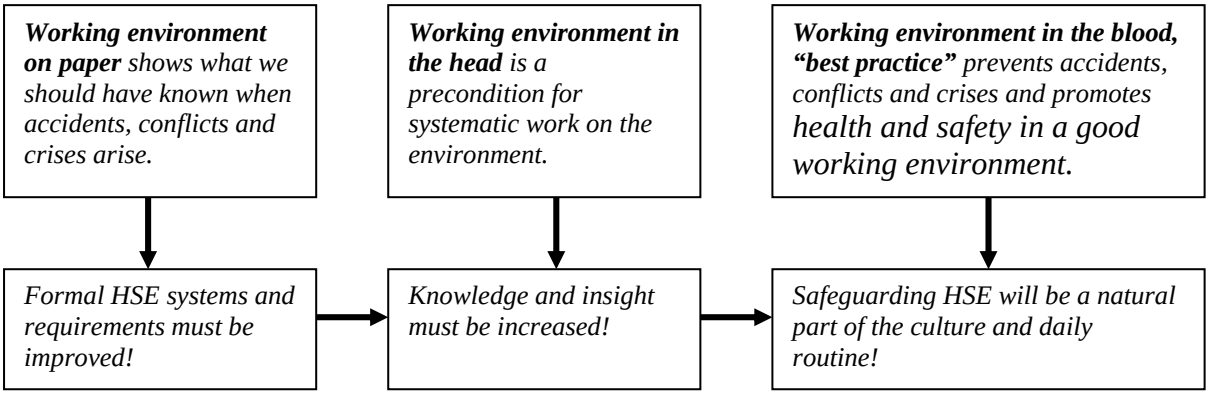
The objective is to make the measures in the action plan *visible* and *active*, and the intention is that this will challenge *all* employees and the *whole* organisation:

- UiB is morally and legally obliged to build a *structure* that acknowledges well-performed work, uncovers non-conformance and builds bridges when individuals are unable to do the work.
- Signals from a *manager* are the most important precondition for realisation of structure and attitudes.
- *Anchorage* and recognition of *responsibility* give predictability - and predictability gives security.
- *Insight* forms responsibility, attitudes and prioritisation

- *Openness* about common challenges creates security and allows cooperation for common goals.
- Positive *targets* create development regardless of level - with "best practice" as an overriding target.

This is all about developing a good organisational culture. It is also about converting ideals into *action*.

The figure below illustrates the processes involved in developing an organisational culture that promotes a safe and good working environment.



The action plan is based on UiB's objectives for its own working environment. The objectives signal a desire to develop an organisation characterised by openness, reflection and action oriented towards employees, the working environment, the learning environment and the external environment.

Such qualities are in accordance with modern standards, and will be quite essential preconditions for mastering requirements for development and change. Good qualities and routines will to an increasing degree be in demand and evaluated by students and clients who are considering UiB as a possible place of study and research partner.

5 Governing documents

Requirements from the authorities:

- Act No. 62 of 17 June 2005 relating to Working Environment, Working Hours and Employment Protection etc. (the Working Environment Act) as amended by Act No. 121 of 21 December 2005.
- Act No. 15 of 1 April 2005 relating to Universities and Colleges.
- Act No. 33 of 3 June 2005 relating to Prohibition of Discrimination based on Ethnicity, Religion etc. (the Discrimination Act).
- Act No. 38 of 30 June 2005 relating to Gender Equality (the Gender Equality Act)
- Regulations relating to Systematic Health, Environmental and Safety Activities in Enterprises (the Internal Control Regulations)
- Principles of universal design.

Strategy and guidelines at UiB:

- Strategic plan for 2005-2010
- The Regulations Collection
- The HSE handbook
- Action plan for Gender Equality
- Action plan for development of HSE at UiB 2003-2005

6 Presentation

The action plan takes the form of the following documents:

1. Health, safety and environment, action plan for 2006-2008
2. Measures list, with specification of responsibility/deadlines and space for status reporting – applicable for a period of one year.

The plan, with the list of measures, is accessible on the Intranet.

7 The focus areas

7.1 Management

A uniting organisational culture can dominate the attitudes in a working environment; it moulds identity and stability, and contributes to meaning in a binding commitment. Such a culture must, however, have substance in order to give meaning; visions and targets must be presented, but most importantly: managers at all levels must lead the way and demonstrate the desired standard through their own actions and behaviour.

UiB's managers at all levels have the formal responsibility for designing a good and safe working environment. This means working on targets and visions as well as handling the concrete day-to-day challenges. New legislation, new financing terms and greater demands on the part of users all mean increasing challenges for managers who are to unite dynamism and safeguarding of employees and the environment.

Active human resources management is a fundamental precondition for systematic work on working environment, and there is a need for a strengthened HR manager role on all levels of the organisation. The managers must be trained in, and to a greater degree focus on, factors related to working environment in the broad sense.

In order to discharge their duties and meet their challenges, managers at UiB are dependent on receiving a good and suitable training in working environment and human resources management. Feedback from managers in the basic entities reveals a wide variation in expertise and preparedness, and communicates a desire to be better equipped. It is therefore a target of UiB to ensure that *all* managers are given the necessary expertise to perform their duties in a proper manner in the in the course of the planning period.

7.1.1 Overriding targets

Expertise, security and clear signals from the manger shall create and maintain a high working environment standard on all levels of the organisation. The Director General shall ensure and maintain such a standard.

UiB shall be characterised by a culture that safeguards employees and the environment. Such a culture shall be designed by the university's managers, but be practised independently of individuals.

7.1.2 Working targets

In the autumn semester of 2005, as part of the work to ensure that the managers have the expertise and security necessary to fulfil the role of manger in a satisfactory way, UiB began a leadership development programme for heads of departments, deans and faculty directors, plus the directors of Bergen Museum and the University Library, and the heads of the central departments. The office of Rector and the Director General also participated in all the meetings. The objective of the programme was to strengthen managerial expertise at UiB via increased insight and expertise in management in general, as well as to enhance the individual's awareness of and skills in the practice of his or her own her own managerial role.

7.1.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.1.3)

7.2 Psycho-social working environment

The term psycho-social is combined from the elements "psychological" and "social"; on the one hand it is about how individuals see themselves in relation to the world around them (psychological), on the other hand it is about how people interact with one another (social). The psycho-social working environment concerns all employees and students, and is the most important focus area for anyone who sets out to create and secure good workplaces.

In essence, the psycho-social working environment is about the attitudes that are shared by human beings working together. How do we treat one another? How do we handle tensions and disagreements? How do we share success – and how do we deal with adversity and with employees who are experiencing difficulties? What questions are important, and what answers are accepted? Courtesy, courage, openness, honesty, respect, concern, humour, generosity, and the will to share, pay attention and give feedback are values of great importance in a "knowledge enterprise" such as UiB.

The employer has the responsibility for designing a structure and a culture that facilitate good cooperation. On the other hand, everyone is responsible for actively contributing to a positive working environment.

As part of its effort, UiB has signed an inclusive labour market agreement. In addition, a Web-based tool has been adopted to survey the psycho-social working environment.

7.2.1 Overriding targets

UiB shall have a working environment characterised by involvement, job satisfaction and attentiveness to each individual employee. This means a working environment in which everyone – managers, employees and students – is treated with reciprocal respect, shown care and given responsibility. No form of abuse of power or harassment will be tolerated.

7.2.2 Working targets

Good psycho-social interaction is a precondition for job satisfaction, and increases the likelihood of good solutions. Systematic work oriented towards the psycho-social working environment is therefore a decisive precondition for UiB as an institution being able to realise its visions and create research and tuition of a high quality.

Working environment questions ought not, therefore, to be characterised by the rhetoric of ceremonial speeches, but be on the agenda of decision-making meetings on all levels of the organisation (board meetings at university, faculty and department level). Good work shall be emphasised and valued, non-conformance corrected.

In other words, work directed towards the psycho-social working environment shall be an integrated part of the day-to-day operations of the entities. This applies to both preventive activities and problem-solving. The target for the planning period is partly to strengthen existing measures, partly to raise the level of measures.

The most important precondition for taking pleasure in one's work is good framework conditions for the daily work. The framework conditions for research and tuition are decisively affected by the quality of the support apparatus that lies outside the faculties' control. It is therefore important that the development and operation of the support systems is subjected to quality control also with regard to its effects on the psycho-social working environment. Systems that are necessary to the performance of the day-to-day work must not be of such a kind that using them reduces the individual's job satisfaction and enjoyment of his or her work.

7.2.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.2.3)

7.3 The role of the safety delegates

Responsibility for the systematic HSE work of the entities is vested in the managers. The primary role of the safety delegates is to represent the employees in working environment matters. At the same time, safety delegates shall support the entities' managers, and collaborate with them in order to secure a safe and well-functioning working environment for all employees.

7.3.1 Overriding targets

UiB shall have committed, clear and well-qualified safety delegates.

7.3.2 Working targets

7.3.2.1 Quality assurance of training for the safety personnel

UiB currently offers "Basic training in working environment" for safety delegates, administrative heads of departments, heads of sections and heads of departments. The Working Environment Act requires that safety delegates undergo such training, and UiB will benefit from the safety delegates having the necessary expertise to discharge their duties in a proper manner. Therefore, emphasis is put on quality-assuring that everyone who accepts such a duty is given the necessary training.

7.3.2.2 Network for safety delegates

The role of the safety delegates as advisers to the entities' managers in working environment matters demands that, in addition to their basic training, the safety delegates acquire practical experience with such cases. The safety delegates currently lack a forum where they can meet to exchange experiences, and are therefore often prevented from benefiting from the experiences acquired by other safety delegates. A network between safety delegates may remedy this situation, and contribute to relieving the line management and staff departments. The chief safety delegates must take the initiative to gather the safety delegates in their areas, so that they can form their own networks.

7.3.2.3 Expertise development for chief safety delegates

Basic training in working environment meets a minimum standard for being able to perform the duties as safety delegates at UiB in a proper manner. In addition, the chief safety delegates need further expertise enhancement and professional exchange. For chief safety delegates, we therefore propose thematic gatherings at least twice a year.

7.3.2.4 Roles in reorganisation

UiB is facing considerable demands as regards adaptability, resource utilisation and productivity. In order to make sure that employees' working environment is safeguarded in these processes, it is crucial that UiB integrate the safety delegates into the processes of change in a more systematic manner than is the practice today.

7.3.2.5 Recruitment

It is a fact that it is hard to motivate academic staff to undertake the duties of safety delegates. It must nevertheless be an objective that academic, technical and administrative employees be

given equal opportunity to undertake such duties if we are to develop an increased awareness of HSE work.

Permanent employees at UiB who accept office as safety delegates are given some time to work on HSE matters during working hours. We have, however, a number of academic employees on short-term contracts; this should in principle not disqualify this group from participating in HSE work, or taking office as safety delegates.

It is proposed that UiB prepare guidelines for compensation of the time of academic employees who become involved in safety work. Such a system will ensure the recruitment of those who are interested in HSE work, but who are currently saying no due to well-grounded fears of delays to their scientific work. The guidelines must cover time compensation for short-term employees, and exemption from other offices and duties for permanent academic personnel.

7.3.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.3.3)

7.3.4 References

- Act No. 062 of 17 June 2005 relating to Working Environment, Working Hours and Employment Protection etc. (the Working Environment Act) as amended by Act No. 121 of 21 December 2005.
- “Evaluation of the safety delegate system at the University of Bergen” of 30 January 2002.
- Strategy document: “The role of the safety delegates as active supporters of the entities’ managers”. Input to Action Plan for HSE, 2003-2005. Report from working party (Nina Riise, Torbjørn Dall-Larsen, Jan Georg Tangenes, Zeljka Svrljuga, Anne Misje) appointed by the committee for a new action plan.

7.4 External environment

We are experiencing a rising level of ecological awareness in society, at the same time as economic growth and globalisation is putting increasing pressure on the environment on which we all fundamentally depend. More and more demands are being made by the authorities and the nature protection organisations that institutions and businesses take concrete responsibility for making a positive contribution to the environmental challenges at national, regional and local levels. All public-sector activity shall now integrate environmental aspects into its own operations. The demand from the authorities is that all public-sector agencies and undertakings should have introduced environmental management as an integrated part of the organisation's management systems by the end of 2005. UiB has initiated a project to ensure that environmental management is integrated into operations.

Environmental management means systematic work to change the activity in a more eco-friendly direction. The undertaking shall survey the environmental effects of its own operations, stipulate environmental targets, initiate measures and publish the results. Environmental management includes organisation, planning, lines of responsibility, practice and procedures, processes and resources for designing, implementing, achieving, reviewing and maintaining the environmental policy of the undertaking (NS-EN ISO 14001).

As a university, we possess a high level of professional expertise in most aspects in connection with pollution and environmental stress. In addition, we have the basis for predicting the consequences of not having an effective environmental policy. Environmental policy embraces all arenas of human activity, including the workplace. Given the University's resources in this field, students, employees and our surroundings will have high expectations of us, as was also expressed in UiB's action plan for health, safety and environment for the period 2003-2005: "By virtue of its own practice, UiB shall be a driving force in the safeguarding of the external environment".

As a knowledge enterprise with social responsibility, and with all the research, dissemination of knowledge and tuition it performs, UiB has great potential for supporting and leading the work for sustainable development locally, nationally and internationally. We have accepted this obligation via our accession to the "The University Charter for Sustainable Development", signed by Rector Ole D. Lærum on 14 September 1993.

7.4.1 Overriding targets

Environmental management shall become an integrated part of UiB's management system in health, safety and environment. In planning and implementing its activities, the University shall endeavour to eliminate or minimise harmful impact on the environment.

The University's employees and students shall have a conscious attitude to the significance of their own work for a more eco-friendly development.

As a knowledge-based undertaking, the University shall by virtue of its own practice be a local and international driving force for sustainable development.

7.4.2 Working targets

For each input area, a set of environmental indicators shall be prepared. They will make it possible to evaluate the results of the work and to set new working targets for the coming period.

Every year, environmental accounts for the operating period and a plan for the coming operating year shall be prepared. The accounts and plan shall be included in the annual report sent to the Ministry of Education and Research.

Consciousness-raising work will be an ongoing challenge on all levels of the organisation. Increased effort can be stimulated by making the achieved results visible and rewarding good work.

Training of and information to managers and employees, interdisciplinary collaboration between academic communities and between the academic community and the local and central administrations will be important input factors in the work on the external environment and environmental management.

We shall secure a good implementation of the work invested in the project “Green University” after the end of the project.

7.4.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.4.3)

7.4.4 References

- The project “Green University”, plan for introduction of environmental management at UiB
- Letter of 13 May 2003 from the Ministry of the Environment to all public-sector undertakings on the introduction of environmental management.
- The University Charter for Sustainable Development, acceded to by Ole D. Lærum on 14 September 1993.

7.5 Buildings and health

UiB controls a large and diverse building stock intended to house a multiplicity of functions. Old and/or dilapidated buildings and changed use of the buildings present special challenges.

The following factors may affect health and personal safety:

- universal design (accessibility for all, including people with various kinds of disabilities)
- accessibility of buildings and rooms (degree of “shell security” and access control)

- preparedness and inspection re fire protection
- dry and clean buildings
- thermal climate (temperature, draughts and humidity)
- air quality

7.5.1 Overriding targets

UiB shall have safe and functional workplaces.

7.5.2 Working targets

In the planning period we shall follow up existing routines, and if necessary prepare new ones, to ensure that new buildings, renovation projects and the operation and maintenance of the existing building stock takes the necessary account of health, safety and environment for all users of the buildings, including employees, operating personnel, students, the disabled, hired labour and visitors.

Building operations and major operating and maintenance tasks at UiB will always involve prioritisation, where needs must be balanced against resources. Information on the basis for and the consequences of such ranking are an important precondition for ensuring joint action with the users who are affected by the consequences.

7.5.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.5.3)

7.5.4 References

- Act No. 062 of 17 June 2005 relating to Working Environment, Working Hours and Employment Protection etc. (the Working Environment Act), Chapter 4 with appurtenant regulations.
- Act No. 57 of 28 June 2002 relating to the prevention of fire, explosion and accidents involving hazardous substances and the fire service (The Fire and Explosion Protection Act), with regulations
- The Planning and Building Act, with regulations
- Act No. 55 of 5 August 1994 relating to control of communicable diseases (The Infectious Diseases Act), with regulations
- Emergency Preparedness Plan for UiB
- “Entry into/auditing and follow-up of supply agreements” (See Regulations collection, Part 9, Chapter 1.2) (To be revised in the planning period)

7.6 Particularly hazardous work

“Particularly hazardous work” means work assignments that on consideration require measures to eliminate, reduce or control the risk. This includes for example work with chemicals or biological materials particularly hazardous to human health, ionising radiation,

pressurised gases or fluids, refrigerated gases, fieldwork and cruises. Such assignments demand inter alia written instructions, clear lines of responsibility, good emergency preparedness and knowledge of the dangers and the necessary protective measures. Central guidelines have been prepared for risk assessment at UiB and for fieldwork. In addition, training and information about risk and vulnerability analyses (ROS) has been given to appointed contacts in exposed milieus. ROS is a tool for rough calculation of the risk and a subsequent plan for implementation of risk reduction measures.

7.6.1 Overriding targets

Special risks in the working environment shall be compensated for via measures, knowledge and attitudes.

7.6.2 Working targets

Guidelines for systematic HSE work at UiB (the HSE handbook) shall be revised and implemented.

“Guidelines for risk assessment” shall be followed up.

Maintenance and development of network for exchange of experiences for those who have local responsibility for implementing risk assessments.

Special efforts shall also be directed at the creation of good control routines for technical protective equipment, consideration of access restrictions for sensitive milieus and a policy for solo work.

It is important to make use of the new electronic chemicals register so as to improve control and management of the use of chemicals in the undertaking.

7.6.3 Measures

Reference is made to List of measures (annex to Health, safety and environment, Action plan 2006-2008). The list of measures provides a detailed overview of the activities/measures to be taken and makes visible the responsibility for and status of the measures. (Link to list of measures 7.6.3)

7.6.4 References

- Regulations on systematic HSE work (the HSE regulations)
- Guidelines for surveying and evaluation of risks relating to health, safety and environment (HSE) with appurtenant risk reduction measures.
- Introduction of risk and vulnerability analysis at UiB, letter from Director General

Annex

- List of HSE measures for 2006