Goals and action plan for 2020-24 for Shared HR

1. Introduction to the department – tasks today

Shared HR (FHR) is responsible for setting the direction and driving the development of the HR area at the University Of Copenhagen (UCPH). FHR is responsible for the common policies and processes in the area, deals with cross-organisational and strategic tasks, serves cross-organisational committees, has the business responsibility for the HR systems, handles contact with the authorities and supports the tasks of the HR centres with specific concepts and specialist consultancy. FHR also solves a number of specific operational tasks.

Key intentions for HR:

Operations: Tasks are planned and solved with strong professional standards and through effective processes that adhere to the University's strategy and the recipient's situation.

Governance and management: The intentions of policy makers, the Board or the Rectorate are promoted. Rules and regulations are complied with and interpreted in accordance with UCPH values and general decency.

Development: HR initiatives are developed in alignment with the strategy, the current needs of the organisation and with the aim of creating an efficient, robust and value creating FHR function.

Counselling: Management is counselled on and inspired by knowledge in the HR area from FHR or through the HR centres. The counselling is of a high quality and organisationally rooted. It is consistent and coherent across the combined HR function.

Employment Law and Occupational Health (PA) contributes to ensuring that employment, employment law processes, staff policy and the working environment across UCPH evolve and live up to applicable laws, regulations and guidelines.

International Staff Mobility (ISM) contributes to ensuring that UCPH can attract, affiliate and retain international employees who are supported during their stay in Denmark.

Payroll and Analysis (LA) contributes to handling payroll-related matters and to ensuring that payroll and staff-related data is transparent. In addition, they handle digitalisation initiatives as well as operations and development of HR-related IT systems.

Development (UD) contributes to the ongoing development of the overall HR effort through interdisciplinary coordination, by working with HR strategic plans, process optimisation, competency development and leadership development.

2. Long-term goals and tasks (four-year horizon)

The University's ambitions are high. The core activities are based on knowledge – generating and disseminating knowledge. Knowledge workers are therefore the most important resource for the University in order to achieve its ambition to be a world-class university.

UCPH will only be able to recruit and retain talented employees if the academic and administrative environment perceive UCPH as an attractive university and a good place to work. Many elements are contained in this and they require initiatives on many levels, in many functions and from many people. This calls for the right academic and organisational framework, good management, relevant IT systems, good staff and task conditions, a result-generating and appreciative culture among other things. Many at the University contribute to this, including the HR column and thus FHR. For the next four years, focus will be on the following themes. The specific activities will vary as needs and circumstances evolve, and the activities may change along the way.

Recruitment and competences

In a situation with global knowledge exchange and collaboration, but also competition for knowledge, it is important that UCPH (also) is able to attract academic staff from Denmark and abroad, including from the absolute elite. HR will support the opportunities for attracting staff by, for example, clarifying career paths at UCPH, working to adopt and implement a language policy, establishing a research environment that stimulates talent development in all researchers and lecturers to a higher degree – and which promotes and maintains a supportive framework, including for long career paths. In addition, efforts to provide even better support for foreign researchers and their families, pay strategies that allow for relevant and differentiated remuneration, etc. FHR will also increase focus on the quality of recruitment processes in the coming years to improve accuracy in recruitment and ensure that the recruitment process is seen as deeply professional – both by those who are successful and those who are not. The VIP Career Development Programme must be completed and then implemented, which will require a continued focus from FHR. There will also be a clear gender equality and diversity perspective in FHR's work with career opportunities for academic staff, meaning, for example, that permanent professorships at UCPH will be equally held by men and women. In relation to FHR's contribution to competence development across the University, such offers will be expanded in the coming years, and, to a greater extent, based on a strategic and inclusive process to make sure that the offers cover the most important and relevant areas, and that lecturers evolve and organise their courses with the best learning outcome. Increased digitalisation of offers seem obvious, among other things, based on corona experiences.

Management and organisation

To allow the University's many talents to progress in the best possible way, we must create frameworks and conditions, set direction, foster interaction, give feedback and, in general, exercise good management that allows the skills of the individual to come into play and the strength of a more unified organisational perspective and team spirit across the UCPH to be utilised. In the coming years, FHR will focus on managers' role, competences and identity. In addition, FHR will continue to create new, relevant offers for managers of different types.

FHR will work towards a more common approach in the Central Administration (FA), where relevant – aiming, among other things, to secure an experience of meaning, alignment and service in the organisation in connection with the administrative processes run by FA. Respecting the diversity at

UCPH, FHR will also work to further streamline and standardise HR processes and the value that the overall HR organisation creates. This will make it easier to ensure legality, create transparency, uniformity as well as efficiencies and savings in the administrative area. Initially, the focus is on describing the processes associated with organisational changes with the user in the centre across relevant FA departments. Other processes will follow.

Systems and digitalisation

Digitalisation can make the user experience better and reduce costs if successful. In the coming years, FHR will work on the final development and implementation of a new HR system and on digitising processes, using robots and new technology to make HR more low-cost and more accessible, and in some areas automated and flawless. This will also mean new habits for users in the form of, for example, more widespread self-service or digital rather than physical offers. The ambition is also to use technology innovatively and in new ways. In the coming years, FHR will work to structure and exhibit more HR data and to provide stronger analyses that will create value for the organisation.

Workplace and culture

UCPH should be an attractive place to work where people can unfold their potential and create value for the organisation together with colleagues and managers. The VIP and TAP groups are equally important for the University to succeed with its core tasks. In the coming years, FHR will launch initiatives that address culture, self-perception and the dynamics at the University. What does the culture that surrounds academic staff actually mean for the creation of results in the short and long term? Are there areas to be further promoted or the opposite? With almost one-third of academic staff being international, it becomes important to introduce them to the culture in Denmark and at UCPH so they will appreciate and feel safe and comfortable in this culture. The complexity of the problems facing society calls for new and interdisciplinary solutions. It takes an appreciative and safe culture to support diversity, make room for discussions and mistakes, and to bring different competences, disciplines and units into play across the organisation. FHR will work to promote this effort in the coming years through initiatives regarding criteria for the assessment of initiatives, incentive structures, research culture, working environment, diversity, well-being, etc.

HR strategies and communication

In order to become more conscious, transparent and goal-oriented, FHR will be working with HR as a subject area comprising analyses, strategies, organisation and communication. The purpose is to get as much value as possible from the HR organisation for the benefit of UCPH. As a result, strategies will be developed in different areas – as well as a strategy for VIP career development (via the programme regarding this). FHR will be concerned with the organisation's needs, which will govern HR activities. The ambition is for FHR and the HR centres to work together to an even greater extent in order that UCPH, its managers and employees may experience a closely connected HR area that ensures coherent processes from start to finish and mutually supportive HR initiatives. In the long term, this will create the basis for developing a joint 'management universe' that gives UCPH managers easy access to information about people, organisation, competences and finances, etc.

3. Action plan for the next two years

Initiatives	Description of the initiatives	Activities	Respon-sibility
UCPH as organisation and workplace "post corona" The initiative supports the strategic track for a unified and focused university.	There is a need to identify and utilise the experiences from the time with corona: a strong common focus, innovation, the need for robustness, flexibility and a will to succeed together at UCPH. Experience can have an impact on management, the development of a robust organisation, the physical and psychological working environment, the conditions for the work, etc.	• Identification of themes in 2020 by looking at the experiences that have been made during COVID-19 – through dialogue with faculties/departments and managers, Occupational Health and Safety Networks, union representative, AMKU etc. • Outline relevant projects in 2020 that can maintain the advantages and perspectives identified in relation to working from home, digitisation, travel (also in a climate perspective) etc. Implement projects in 2021. • Draw up guidelines and rules for the area in 2020 and 2021, including distance/working from home.	PA/UD/ISM/LA
Employee involvement and strategic collaborative relations (HSU/AMKU) The initiative supports the strategic track for a unified and focused university.	The General Collaboration Committee (HSU) and the Board will discuss the framework for employee involvement and co-determination. The aim of the initiative is to create the basis for a good, constructive and binding interaction between management and employees through relevant forums and in everyday life, where managers and employees solve tasks together.	• Presentation for theme discussion in HSU autumn 2020. Focus on involvement as value adding for both management and employees within the framework of the official participatory bodies such as collaboration committees and the Occupational Health and Safety Organisation. Examples are taken from what works well in HSU and in faculty collaboration committees. A structuring focal point could be social capital. • Follow-up on theme discussions in the Board and HSU - specific initiatives depend on the actual discussions.	PA/UD
Diversity The initiative supports the strategic track for a unified and focused university.	Diversity is a strength in a wide range of areas and requires an appreciative, inclusive organisation, which is aware of the problems and have good tools in this respect.	• Establishing a framework for the implementation of the intention of diversity as laid down in strategy 2023. • Within this framework, an action plan will be drawn up and implemented up to 2022.	PA

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Salary strategy The initiative supports the strategic track for a unified and focused university.	The University's payroll funds must be used responsibly and in a way that provides the greatest impact in relation to implementing the strategy and overall performance, and which provides local freedom to act within a clear framework. A UCPH payroll strategy will therefore be drawn up.	• Setting out an overall strategy (2020). • Designing management tools, e.g. salary management frameworks, priorities and guidelines in relation to using supplements etc. (2021).	PA/LA
Strengthened department management and leadership community across departments The initiative supports the strategic track for a unified and focused university.	Department managements and department administrators have a key role at UCPH to provide a good framework for research and education and should be given targeted HR operational support and leadership development. The opportunities and challenges of the managerial identity and the intersection between 'top down and bottom up' will be themes for the group, which can also be supported in relation to sparring with heads of section and research group leaders.	• 12-12 Seminar for heads of department • 12-12 Seminar for ACI • Facilitated learning groups • ACI network	UD
Sustainable working life: Balance and efficiency in research culture The initiative supports the strategic track for a unified and focused university.	In order to continue to attract research talents – among others young researches - and to support and promote healthy, innovative research environments in which both women and men thrive and develop, FHR will put focus on the research culture. The aim is to contribute to developing a future-proof, sustainable and attractive working environment in an elite context. The project is closely coordinated with R&I and Rector's Office (REKSEK). Challenges with stress and balance between working hours and tasks are evidenced in the workplace assessment.	• Examining the research culture landscape and structural frameworks, including any national grant donors' focus and business collaborations, with a focus on what the culture that surrounds academic staff means for their performance and well-being in the short and long term. This will include a minor international dimension in the form of an agreed dialogue with the university in Cambridge. • Developing an overall initiative (based, among other things, on consultancy from Tænketanken Bæredygtigt Arbejdsliv (the think tank Sustainable Working Life).	PA UD/

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	Long-term stress has an impact on the employee's capacity and, ultimately, on the individual's efficiency and performance at the University. Based on research and occupational health and safety knowledge as well as knowledge of diversity, an organisational initiative is recommended in order to grow organisational robustness and structural framework around research (and teaching), so that the environment becomes valuable for all groups and individuals are supported in order to succeed without putting their full existence at risk. The initiative is aimed broadly at researchers and lecturers, but also on technical and administrative staff who provide assistance.	• Appointing an interdisciplinary working group and a reference group to complete and implement the initiative. • Example of initiative: Analysis and discussion of current incentive structures in the research environment, followed by specific recommendations or similar. • In addition, it should be considered to use existing products, e.g. the Balance catalogue, the work place assessment, 360 degree management feedback, inspirational material on KUnet, etc.	
VIP career development programme Part of the strategic portfolio.	This initiative has its own action plan and description and is also part of the strategy in working with the European Charter for Researchers and the Code of Conduct for the recruitment of researchers & HRS4R.		
More uniform HR support and better communication both strategically and operationally The initiative supports the strategic track for a unified	There is still a need to improve the quality, uniformity and efficiency of HR services and HR processes in order to provide professional service to UCPH managers and employees. There is a need for well-planned, clear and easily accessible communication to the organisation about the themes HR is working on.	• In collaboration with the HR centres, designing specific initiatives to increase user focus, structure and end-to-end focus in HR communication and processes. • The first project will be a description of the process steps that managers must go through when changing their organisation. • Targeted communication focusing on user interfaces and portals as well as on ku.dk.	UD/LA

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and focused uni-versity.	HR professionalism is offered as a clearer element in management's decision-making and communication	• Simplification of casework and processes, where possible (2020-21). • Enhanced efforts regarding the potential of systems support, work flow, standardisation, digitalisation and self-service in HR processes (2020-21) • Closer and more structured dialogue with the management about HR perspectives.	

TAP career development
 	
The initiative supports the strategic track for a unified and focused university.
	The need to create attractive and transparent career paths and development opportunities for the many administrative employees is large, and a clearer profiling will contribute to the continued recruitment and retention of the best administrative staff and managers.
	
	The project will also include the importance and recognition of high professional standards in the administrative part of the organisation.
		• Appointing a working group with management, HR (possibly forum for work environment, collaboration and development) and TAP AC and HK TR representation:
		  • Prioritising initiatives focusing on offers, methods, career paths (2020)
		  • Clarifying TAP career paths, e.g. management, specialist and generalist tracks 2021).
		  • Internal mobility at UCPH (Job change, shadowing scheme, etc.) (2021)
		  • TAP profiles (2021), if relevant
		  • Recommendations for initiatives and implementation (2021)
			UD

International recruitment and adjustment of entrances, interfaces and processes with focus on the hiring manager The initiative supports the strategic track on attracting,	Following the VIP Career Development Programme, focus is now on the quality of international recruitment at UCPH. UCPH's ability to attract and retain talented researchers from abroad is assessed and relevant initiatives are identified, including whether the hiring manager receives the necessary help from HR in relation to international recruitments. The effort is co-ordinated closely with R&I.	• Appointing a working group with representatives from VIP management experienced with international recruitment and a working group with representatives from HR centres and departments/faculties (2020) • Best practices in relation to external search agencies (2020). • Analysis of data on international VIPs, including nationality, gender, job category (2020) • Qualitative interviews of heads of department, newly recruited international VIPs etc. (2020) • Obtaining experiences from other universities (2020) • Examining the need for establishing an international partner model in ISM (2020)	ISM/UD

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developing and re-taining academic talent		• Recommendations for changed entrances, interfaces and processes in the international field (2021).	
Clarifying the cultural aspects of working at UCPH to international employees The initiative sup-ports the strategic track for a unified and focused uni-versity.	It appears from the draft language policy that HR should work with information about the cultural aspects of working at UCPH, e.g. welcome package, introduction course, idea catalogue, etc. The initiative is to improve the integration of international staff at UCPH. The initia-tives are coordinated with KOM. In step with the increasing international recruitment, the number of managers with a different background than Danish is increasing. The aim of the initiative is to support the local environments ' on-boarding of the in-ternational managers with the elements of an onboard-ing programme that are relevant to align across UCPH.	• ISM's existing initiatives are expanded (2020). • Proposals for how UCPH's core values best can be intro-duced to new international employees (2020). • Presenting the initiative to Senior Management (2021) • Implementing the initiative, including communication of the core values (2021) • Appointing a working group with representatives from the departments and Communication (2020) • Designing and making recommendations for an onboarding programme. (2020) Implementing the onboarding programme (2021)	ISM
Boosting recruitment capac-ity and skills at UCPH	Recruitments are very important for task resolution, and mistakes are expensive for the organisation. The fo-cus is therefore on how recruitment at UCPH can be im-proved in general and how costs can be lowered by sub-stituting test consultancy etc. with own specialists.	• Preparing a business case on recruitment and a plan for how the area can be boosted – in collaboration with the HR centres.	UD
New HR system (KUPA) The initiative sup-ports the strategic track for a unified	UCPH is to replace the current personnel administration system, ScanPas, with a new and up-to-date HR solu-tion. Development and operation of the system takes place in close collaboration with KUIT.	• Business clarifications and configuration of the solution (2020). • Test (2020). • Commissioning and hypercare (2020) • Change management (2020) • Self-service for managers and employees in a number of functional areas, including maintenance of master data and holiday and leave of absence (2021).	LA

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and focused uni-versity.			
HR data and analysis The initiative sup-ports the strategic track for a unified and focused uni-versity.	The many HR data can be made more visible and uti-lised better. HR will prioritise making itself more data-informed and produce management information on this basis to help managers to become more self-reliant and data-informed.	• In collaboration with the data and analysis resources of the HR centres, FHR will map data sources, data use and the need for reporting (2020). • In this light, HR will assess which focus areas should be prioritised, etc. and where, including in relation to HR's contribution to UCPH-BU further development (2021). • In collaboration with the HR centres and the rest of the organisation, FHR will implement the prioritised initia-tives (2021).	LA
Digital Support of payroll processes The initiative sup-ports the strategic track for a unified and focused uni-versity.	The digitalisation possibilities for, in particular, pay and remuneration are examined with a view to optimising cross-organisational procedures, improving resource utilisation and professionalising the field.	• FHR will prepare a project description outlining a phased initiative towards one-off and hourly salary payments in particular, including external examiners' pay (2020). • FHR will implement the project's first phase(s) in order to operationalise the digitalisation (2021). • FHR also wishes to work with the development of ro-botic solutions for minimising manual processing within payroll and reimbursement in particular (2020 and 2021).	LA