Report from the project group

A summary of findings and suggestions for measures

Background

- The project was established in May 2020 as a result of a request from the dean concerning challenges in the work environment at KIT

- Organization:
    - Project group
    - Reference group
    - Steering committee

Roles

Project group: Map the challenges and recommend measures

Reference group: Provide insights and suggestions to the work carried out, as well as give their views on the report to the steering committee

Steering committee: Receive regular updates, address questions from the project group, and make the final recommendations on how to proceed after the project group has finished its work.

Mandate

The mandate was discussed in LOSAM on two occasions, last and finally on 12 June.

Key part of the mandate:

> Map challenges and design measures to ensure a sound work environment at KIT.

Work methodology

The project group made three key choices early on:

-To not have any preconceived ideas of what the challenges consisted of

-To ensure the broadest possible collection of information

-To do this in a way that was as considerate of the work environment as possible

Collection of information

1. Information from the dean and head of department
2. Work environment surveys of 2017 and 2019
3. Individual work environment conversations carried out by the OHS
4. Conversations with key staff
5. Insights into the deviations system

In addition to the abovementioned, both the current and previous rector was contacted for information, as well as the organizational director, HR- and HSE- director, and relevant groups in the HR- and HSE- division.

Purpose of the report

- This report is NOT about assigning blame.

- The report does hovewer say something about responsibility.

- It does not constitute the one and only truth. This is not a fact finding project, where we determine who is right and who is wrong.

About the findings

- Same challenges have been found across the reports and other sources

- The challenges are complex and affect each other in a way that compounds the challenges in the work environment

- It is important to the project group to emphasize that this report is a tool to be used in the work with the work environment.

Impressions from the work

- The project group has experienced generosity and openness and a desire to provide information and insights from leadership, employees, union representatives and safety representatives.

- Many express that they perceive KIT to be a good work place, and that they are proud to be a part of KIT. They also express that there by and large are a lot of positive aspects and qualities at KIT.

- However, the mandate for this work has been to map the challenges, and that is what is mainly covered in this report.

Key findings

- Leadership
    - Conflicts and conflict management
    - Cooperation between the leadership levels
    - Decision making processes
    - Availability and presence

Communication and openness

- Some find that the communication works poorly, there is lack of communication, lack of opennes surrounding decisions

- Communications channels

- Language issues –English versus Norwegian

Cooperation

- Lack of cooperation
- Lack of understanding of the concept of cooperation
- Unclear to employees when cooperation takes place
- Meeting structure
    - Formal structures seems to be in place, but a lot of insecurities among employees about them.
    - A perception of cases already having been decided upon before they are processed in the Extended Managment Group

Organization and resources

- Lack of clarity in the roles between the levels, and internally on both department and faculty levels

- Extensive sick leaves particularly on faculty level, vacant positions and frequent short term substitutes

- Small administration results in lack of leadership support

- Fixed tenure: Extensive use, many in 50 per cent, many not living in Trondheim.

Collaboration and fellowship

- Recurrent issues and a lack of respect for decisions.

- Demanding meeting culture

- Demanding email culture

- Students: Examples of students being used in conflicts

Collaboration and fellowship…

- Academic development and involvement: disagreement on the direction of KIT

- Autonomy is an aspect that is mentioned in this disagreement

Recommendations for further work on developing the work enviroment

- It is important to ensure enough resources and time for future processes
- It is important to plan the development of the work environment
- It is important to ensure cooperation
- Everyone has to contribute (duty to cooperate)
- Ensure that all processes are completed and the plans implemented

Thank you for your attention!

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