NTNU

HR- og HMS-avdelingen

Dato   Referanse

Notat

Til:	LOSAM AD

Kopi til:

Fra:	HR- og HMS- avdelingen

Signatur:

Work environment project at the Academy of Fine Art (KiT)

Background
Over a long period of time there has been continuous feedback about a challenging work environment at the department. Despite follow-up and measures to correct the situation, the concerns and warnings about the work environment are continuing to be received.

The dean at the Faculty has therefore asked the HR- and HSE-division to conduct an assessment of the challenges in the work environment at the department. The dean has also requested that the HR- and HSE-division, recommend measures that can be taken to address the challenges in order to resolve the work environment issues.

Project mandate and process
The project has two defined phases. The HR- and HSE-division has been asked to conduct the first part of the project, that is to uncover the general challenges at the department, and how to resolve these in the most expedient manner. The findings and the recommendations will be put in a report that will form the basis for the decision regarding which measures and how these are to be implemented in the second part of the project.

Based on the report the steering commitee will give its recommendations about which measures and how the actual implementation of the measures should be carried out. However, the actual decision will reside with the leadership at the faculty. The measures and the implementation of these will make up the second part of the project. It will be up to the steering commitee and the leadership at the faculty how the second part of the project is organized. The organization of the implementation phase will also be discussed in LOSAM.

The mandate for the project is as follows:
«Map the challenges and establish measures in order to ensure a proper work environment at KiT. The employer has a duty to investigate when suspecting challenges in

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the work environment, and a responsibility to implement necessary measures to ensure a proper work environment."

Organization of the project
The dean, Fredrik Shetelig, is both the ordering body and owner of the project. The HR- and HSE-division will carry out the work on the project, with assistance from the HR-section at the faculty.
The steering commitee consists of Fredrik Shetelig, dean of the faculty, Arne Hestnes, HR- and HSE-director, and head union representative Morten Kvamme (NITO).

A project group is established with the responsibility of mapping the situation at the department and summarizing the findings into a short report with recommendations for further work and measures. The project group will report to the steering committee during the project and the final report will be given to the steering committee. The project group will focus on collecting the broadest possible background to ensure that the actual challenges at the department are mapped. This will ensure that the basis for formulating and recommending the right measures is as correct as possible.

The project group will consist of senior adviser Gry Eva S. Alterskjær (project leader), senior adviser Kristin Lysklett, and senior adviser Christian Fossen; all from the HR- and HSE division. Senior adviser Erik Lunde from the faculty will participate as a member of the project group.

In addition to the project group, a reference group is established consisting of head of department Florian Schneider, deputy of department Jacob Jessen, head union representative Thomas Ferstad (NTL), union representative Marte G. Villmo (Forskerforbundet), and local head safety representative Jon Herman Rismoen. Their role in the project will be to give information to the project group about areas and challenges that they find that the project group should have a particular focus on. The reference group is an important part of the work of ensuring that the project group receives information about the most challenging areas at the department.

The memo about the project has so far been discussed in LOSAM on May 29th and June 12th. It will be expedient to have the project on the agenda in LOSAM with regular intervals as the project progresses.

It is important that the work with mapping the situation starts as soon as possible, since the situation at KiT for some employees is perceived as difficult.

The project consists of two parts, and it must be emphasized that the proposed organizational structure only applies to the first part of the project. The structure of the second part of the project will be determined after the report from the first part has been given to the steering committee.

Part 1:
Mapping and condition of the work environment at KiT
Reports of concerns, complaints, warnings and deviations will form the basis of the mapping conducted by the project group. In addition, both former measures as well as the work environment survey of 2017 and 2019, will be included.
The project group will also give the individual employee the opportunity to give their insights during the process, in addition to being represented by union representatives in the reference group. All employees will be invited to individual work environment conversations with the occupational health services, and it is important that all employees participate in those conversations. Through these conversations the individual employee will be given the opportunity to give feedback on their work situation, as well as voice the concerns or challenges they may have. The conversations are confidential, and only the occupational health services will be privy to the information shared by employees in these conversations. Based on these conversations the occupational health services will write a general report about the challenges reported by the employees, and potentially also give recommendations on the type of measures that they think suitable. This report will be given to the project group, who will use this information as part of their basis for assessing the work environment situation seen from the employees' point of view.

The reference group will be asked to offer their insights and point out areas that they find that the project group should consider more closely, but they will not be part of the actual mapping. The reference group will have regular meetings during the work with the project, where the project leader will inform about the progress and get feedback from the group. The reference group will also be given the opportunity to comment on the draft of the report, before the final report is handed over to the steering committee.

The mapping will among other things include an assessment of the need for measures within the following areas; complicity structures, administrative and leadership standards and routines for both employees and students, standards for good collaborative relations and employeeship, recruitment processes, organization and follow up on the core tasks, as well as cultural challenges.

The examination will result in a report describing todays situation, including any previous measures taken, and include a conclusion of which challenges have been registered. The conclusion will include a proposal for which areas that should be taken into account for measures, and the potential measures that should be considered. The report will also include a recommendation of a project description, project structure and a timetable for the second part of the project. The report will in its entirety be made publicly available. Content of a sensitive nature will be organized in a separate appendix exempt from public view.

Ongoing complaints and warnings will not be handled by the project group but be processed by ordinary channels. The project group will be informed of new deviations, complaints and warnings during the project, but out of consideration for the need to finalize

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the report on time, conditions that are reported after a certain date will not be included in the work of the project group.

The project is limited to encompass the employees at the department and their work environment. The learning environment for the students is not included in this project. To the extent that the students learning environment is negatively affected by the work environment challenges experienced by employees at the department, this could be affected positively by positive changes in the work environment for the employees.

Changes in the plan for the project may occur along the way if the work in mapping the work environment makes it necessary to make such changes.

Part 2:
Development and implementation of measures
The second part of the project will focus on the implementation of the recommended measures. It will be the responsibility of the leadership to make sure that the measures in this part of the project are implemented.
This part of the project must make detailed intermediate objectives as well as the final objective, with an estimated timetable for completing the different objectives. It will be necessary to develop suggestions for measures, as well as a plan for implementation and distribution of the responsibility for following up on the objectives. Regular feedback on the completion and the achievement of the objectives will be necessary. In this part of the project it is crucial to ensure that all affected areas are safeguarded, and that all other relevant development processes at KiT are mapped, in order to ensure that there is no overlap or conflicting interests in developing and implementing measures.

Further work:
The project group will formulate a more detailed timetable for how and when the different sections of part 1 in the project are carried out, including when the report will be finalized and sent to the steering committee. The project group will design a communication plan that encompasses the need for regular communication with the employees as well as the need for discussions in LOSAM.

Timetable and communication plans will be put forward to LOSAM for discussions in the first possible meeting in August.

The project description and implementation of part 2 will be a result of the report from part 1, the recommendations from the steering committee and the decisions made by the leadership at the faculty with regard to the continuing work. A more detailed description for the second part of the project will therefore be worked out after the report from the first part of the project.

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Preliminary timetable:
It is important that the work begins as soon as possible and that the work in the first part of the project does not take too long. It is at the same time important to ensure that the situation is examined closely enough. If the first part of the project fails in adequately mapping the actual conditions at the department, this could consequently mean that the proposed measures are incorrect for the challenges that are experienced in the work environment. The second part of the project is the most demanding part of the process, and the part that potentially will require the most time. In order for the work in the second part to be successful it is important that both leadership and employees are motivated to do a substantial job for their work environment.

Based on the description above it should be clear that it is demanding to create a precise timetable.

It is however necessary for the employees, and also the leadership, that the work is as predictable as possible. Uncertainty about the project length is a risk factor in and of itself. Based on the amount of work entailed in the first and second part of the project, it is estimated that the work on the first part of the project will be finalized by the end of September. The steering committee will then require some time in order to give its recommendations for how to proceed, and the leadership will also need some time to make its decision regarding the further process.
Then the organization for the second part of the project will have to be made. The second part will take place over a longer period of time, where some measures can be implemented quickly while others have to be implemented and followed up over a longer period of time. The bulk of the second part of the project will most likely be started from late October 2020 and continue until the middle of June 2021. It is important to emphasize that the work with the work environment must continue also beyond June 2021. The work environment requires continuous focus, but the intensive phase of this project is estimated to be finished by June 2021.

Communication:
Communication is such an important part of this project that it must be mentioned specifically. The project group will therefore, in collaboration with the reference group, formulate a communications plan that ensures that the employees are informed regularly about the progress of the project, and about any issues that may arise. Good communication will be important throughout the project and be a priority for both the project group and leadership at department and faculty.

Budget:
The project is assumed to be of a complexity and size that necessitates a budget. It is difficult to estimate the size of the entire budget since the size of the project in part will be dependent on the findings in part one. In the first part of the project it will be necessary to hire an external consultant for parts of the work, in order to provide specialized competence within formulating measures for the work environment. This will be part of the

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quality assurance of the project. We estimate the cost of this will be in the order of
150 000-200 000.