

Principles and guidelines for allocating time for research and development (R&D) at the University of Agder

1. General conditions and guidelines for applying the principles

The principles concern the allocation of grant-funded R&D time in the work plan of the individual employee and which tasks may be included in the R&D section of the work plan. The basis of grant-funded R&D time allocation is the faculties' capacity and available budget limits, and the faculties are responsible for allocating grant-funded resources to the R&D section of the employees' work plan within these limits.

2. What is included in the R&D time and the R&D section of the work plan?

The term 'research and development' comprises research and academic and artistic development work, and innovation as well as dissemination in connection with these activities. These categories constitute the framework of the tasks that may be included in the R&D time and the R&D section of the individual. Examples of activities that have their natural place within the R&D time are:

- Professional updating
- Development, facilitation, completion and documentation of own research, and academic and artistic development work.
- Development¹ of, participation in and management of research projects, research- and innovation projects, and artistic and academic development projects.
- Management of and participation in research groups and research centres at UiA, nationally and internationally.
- Professional research updating and other scientific updating as well as own participation in systematic researcher training.
- Research dissemination, participation in public debates and societal contact in connection with R&D activities.
- Development of and participation in various types of courses, networks, programmes, committees and scientific conferences linked to own R&D activity.
- Editorial work (editor of scientific periodicals, participation in editorial committee etc.)

Supervision of PhD candidates is included in the teaching section of the work plan.

When a project includes elements of both teaching and research, the time and tasks involved will normally be distributed between the teaching section and the R&D section of the work plan.

¹ Project development here includes applications for external and internal funding of R&D projects

Possible self-funding from UiA in externally funded R&D projects (as employee working hours) counts as a part of the employee's ordinary, grant-funded R&D time.

Paid scientific work done on assignment and outside the home institution is not part of the ordinary position. Such tasks will, therefore, not be included in the R&D part of the work plan.

3. Allocation of time for R&D

Based on their total number of working hours, all permanently employed at UiA in combined positions will be allocated 10 % basic R&D time for professional updating. Allocation of R&D time beyond this will be based on a combination of advisory norms for the quota of R&D time to employees, based on the category of position, and individual assessments where various considerations will be emphasised. The basic 10% time for R&D for professional updating is included in the advisory norms for the R&D time quota. Underlying the advisory norms is also the precondition that normally a minor part of the working hours, no more than 10 hours, should be earmarked for administration/other tasks on the work plan.

The allocation model:

<u>Advisory norms for R&D time quota²</u> Professor (dosent included) and Associate Professor: 30-45% Associate Professor (førstelektor): 15-25% Assistant Professor: 10-15%
<u>Individual assessments when allocating time for R&D</u> <u>Performance-based considerations:</u> a) The amount of documented research, academic and artistic development work as well as the dissemination of these activities over the last three years b) Whether the employee has led and/or actively participated in work with larger applications for external funding for research and academic and artistic development over the last three years. <u>Personal and strategic considerations</u> c) The employee's personal qualifications and work situation etc., including plans for promotion and researcher training, research management, other institution-building tasks etc. d) Specific plans concerning future R&D projects, academic activities and publications in accordance with professional goals and/or research-strategic priority areas at the department, faculty or UiA. e) Possible other considerations emphasised in faculty-or department guidelines and or by the Head of Department.

The advisory norms should be regarded as a starting point when considering the allocation of R&D time to the individual employee, but they are not individual rights. Neither do the norms state the lower or upper limit of the amount of R&D time that may be allocated to an employee within the different position categories. The norms instead say what is reasonable

² As a percentage of the total working hours. In case of a reduced position, the R&D time is calculated from the individual employee's percentage of full-time equivalent.

for the employee to be allocated of R&D time given that the employee has achieved results in accordance with expectations. Expectations for results are clarified in principles and guidelines at the faculty level, possibly also the department level, and in a dialogue between the employee and the immediate superior (see section 4, below). Assessments of achieved results and whether these are in accordance with expectations are conducted as part of the individual assessment in connection with the allocation of R&D time.

As part of the individual assessment, personal and strategic considerations should be emphasised in addition to possible other considerations emphasised in faculty- and department guidelines and/or by the Head of Department.

The final allocation of R&D time to the individual employee must be done by the immediate superior as a total assessment based on advisory norms and individual considerations. To carry out this total assessment, which also means to decide how and to which degree the various considerations should be emphasised, is a task that requires active leadership.

Since the final allocation is based on a combination of various priorities and considerations, it is to be expected, e.g., that the allocated R&D time of the individual employee, over a shorter or longer period of time, will vary, and also that the allocated R&D time may not be identical to the advisory norm.

The individual employee's R&D time may be increased by using internal or external funding to reduce the time spent on other tasks than research-related activities. However, the Head of Department can also limit the scope of this kind of 'buy out' if it is necessary to maintain the department's teaching commitments or other current commitments.

Each faculty needs to develop guidelines/principles that clarify the main rules for the duration of a period of allocated R&D time.

To facilitate continuous time for research, the individual employee and the immediate superior must have the opportunity to enter into an agreement on the distribution of work tasks – and time which entails increasing the time spent on teaching or administration in one period while increasing the time spent on research in another period.

4. Requirements and expectations concerning the results of allocated R&D time

The overall expectation is that allocated time for R&D should be used for R&D activities that support the overall strategic goal of the quality and amount of research, academic and artistic development work and innovation at UiA, and that the results from the allocated R&D time is documented and made available as far as possible.

More specific requirements and expectations to results from the allocated R&D time and the documentation must be clarified through faculty-wise principles and/or guidelines. When stipulating requirements and expectations to the results of the individual employee, individual assessments must also be conducted where the employee's preconditions, working conditions, career steps etc., are taken into consideration.

Assessments of whether the individual employee has produced R&D activities and results in accordance with requirements and expectations must be based on the output of the three previous years. If the output of the three previous years is deficient in terms of results from the R&D activities and the allocated time for R&D, it is only natural that the employee is instructed to do other tasks and that the share of R&D in the work plan is reduced.

5. Faculty – and local adaptations

Within the framework of UIA's principles for the allocation of R&D time, the faculties must have guidelines and/or principles for allocation that take into account the characteristics of the faculty and its academic environments. However, the faculties are not allowed to establish guidelines or principles for the allocation of R&D time which result in the employees having to apply for ordinary time for R&D. Possible further specification or elaboration of principles for the allocation of R&D time already stipulated by the institution or at faculty level may be conducted at the department level, but these operationalisations must still be within the framework and principles stipulated at the institution- and faculty level.

Because of the need for predictability for the employees, it is expected that faculty principles and/or guidelines for the allocation of R&D time further clarify:

- More specific requirements and expectations to results from the allocated R&D time as a basis for allocating R&D time for a new period, as well as possible downward adjustments because of a lack of results, see also section 3, item a) and b) in the table, and section 4 above. The faculties themselves have to consider whether it would be useful to establish a system of 'credits' where various kinds of R&D results are translated into credits, which then can be used as a basis for allocating R&D time for a new period.
- The main rule concerning the duration of the allocated R&D time, see section 3 above.
- How results from the allocated R&D time can or should be documented, see also section 4 above.
- The scope of action available to the departments for developing further operationalisations of the principles for allocating R&D time, see also the current section 5, above.
- The role and responsibilities of the Head of Department concerning the allocation of R&D time to the individual employee.

Please note that the Norwegian version of this document takes precedence in case of discrepancies.