



GEUS

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Human Resources Strategy for Researchers and Action Plan (HRS4R) 2018-2020 – GEUS

This HR strategy for researchers is an integrated part of the overarching HR Strategy of GEUS.

GEUS considers the work with the forty principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers as an excellent opportunity to review our policies and practices methodically on a timely basis.

The HRS4R is an assignment of the four-year performance contract between GEUS and the Danish Ministry of Energy, Utilities and Climate. The actions of this Action Plan will be included in the yearly work programmes that GEUS commits to execute, as will future activities concerning implementation and assessment of the HRS4R.

Main themes

Having conducted the GAP-Analysis, GEUS has decided to initiate projects within the following main themes:

- A. Lifelong research training and career development
- B. Improved recruiting process and reception of incoming researchers
- C. Ethical and professional aspects

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*GEUS is a research and
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Energy, Utilities and
Climate*

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review: Geological Survey of Denmark and Greenland. GEUS

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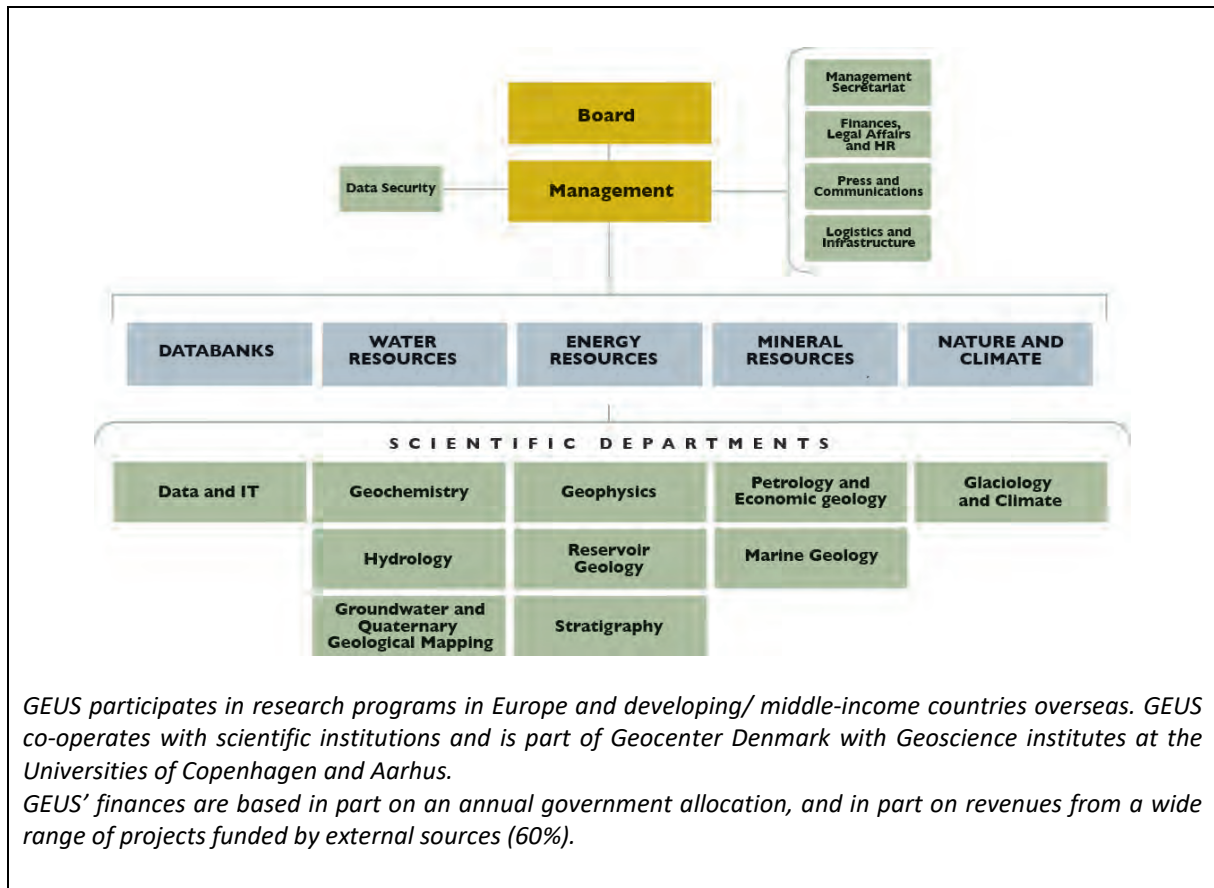
Web link to published version of organisation's HR Strategy and Action Plan:
<http://www.geus.dk/UK/job/>

SUBMISSION DATE: 11 APRIL 2018.....

1. ORGANISATIONAL INFORMATION

{Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.}

STAFF & STUDENTS	2017	Full Time Equivalent
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research		146
Of whom are international (i.e. foreign nationality)		Ca. 20%
<u>Plus</u> externally funded (i.e. for whom the organisation is host organisation)		Ca. 15
Of whom are women		50
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.		105
Of whom are stage R2 = in most organisations corresponding with postdoctoral level		30
Of whom are stage R1 = in most organisations corresponding with doctoral level		11
Total number of Master students (thesis) supervised by GEUS researcher)		32
Total number of staff (including management, administrative, teaching and research staff)		279
RESEARCH FUNDING (figures for most recent fiscal year)		€
Total annual organisational budget		35.275.168
Annual organisational direct government funding (designated for research)		16.805.369
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)		9.311.893
Annual funding from private, non-government sources, designated for research		7.460.288
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words) WWW.GEUS.DK		
GEUS is an independent research institution within the Danish Ministry of Energy, Utilities and Climate. GEUS serves an advisory role for the Danish and Greenlandic Governments. GEUS carries out geological mapping, data collection and storage, research and geoscientific dissemination.		



2. NARRATIVE (MAX. 2 PAGES)

{Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current policy and practice under the four thematic headings of the Charter and Code at your organization.}

Ethical and Professional aspects

GEUS, as a Danish public institution, builds on values such as openness, democracy, legal rights, integrity, and loyalty. Laws, authorities' decrees and collective agreements form the framework of the organisation. The traditional values are perceived as self-evident. However, with internationalisation and increased staff turnover GEUS has clarified various ethical aspects by endorsing important international codes and adapting internal schemes accordingly. Some of these schemes need to be updated and relaunched to ensure constant awareness.

The working environment organisation at GEUS has taken comprehensive measures to benefit the safety and well-being of the employees. Researchers often have assignments involving fieldwork away from GEUS, e.g. in Greenland or at sea. GEUS has developed detailed instructions and health and safety programmes for different locations. Fieldwork guides for Danish locations will be launched, and guides for fieldwork in non-European countries will be developed.

Work at GEUS is organised using a project framework, often with participants from several departments. The GAP-Analysis showed that the project model and manual developed to support this must be reviewed to better serve its purpose.

Recruitment and Selection

A strong complex of Danish laws, including a specific Executive Order on the Appointment and Assessment of Scientific Staff at GEUS ensures open, transparent and merit-based recruitment. Rules for government organisations ensure that only short-term positions, less than a year, must not be advertised through the state job portal. GEUS furthermore advertises almost all research positions in relevant international scientific journals and sites, though not all of them through the EURAXESS portal. Job advertisements refer to the website of GEUS where more information on the job page will improve the candidates' understanding of local job structure and working conditions.

GEUS applies the governmental e-recruitment system HR-Manager to all advertised openings. It strongly supports Open, Transparent and Merit-based Recruitment principles and allows applicants easy access from both PC, tablet and smartphone.

Applicants for academic positions at GEUS receive information on members of the assessment committee and can draw attention to any possible conflict of interest or professional shortcoming. The applicants receive their written assessment report and may object to any errors or oversights. A separate, purely internal appointment committee, taking account of the assessment committee's results ask relevant applicants to attend an interview. Internal guidelines list a broader range of merits to be taken into account when selecting the applicant. These are presently not available on the website. GEUS has continuous focus on gender representation in the committees and when assessing broader merits of candidates.

Before a candidate decides to take a position at GEUS, he/she has many issues to consider in addition to the purely professional ones. GEUS has set up an information system where the candidate can find answers or be guided to relevant public websites. GEUS has also developed schemes to meet the required official paperwork related to immigration. The GAP-Analysis showed that a revision of the information and admission system is needed.

Working conditions and social security

In the strategy 2016-2020, GEUS has set the following target: GEUS wishes to be an attractive workplace in which ethical standards and social values are central to the corporate culture, and GEUS wishes to be among the leading public institutions in meeting social responsibility and HR policy targets. A comprehensive set of EU and national laws and collective agreements form the framework of the labour market with regard to employment law, pay and pension, and support these targets. Pay and employment terms are negotiated by collective agreement between the Ministry of Finance and the unions of the employees. Only a minor part of the salary is negotiated locally.

GEUS has developed policies and schemes to implement the provisions and set high standards. A set of organisational committees are overlooking and promoting the provisions for work environment, safety, gender balance etc. The Cooperation Committee (SU) with representatives of both management and employees on the main committee discuss various issues regarding professional development, work environment and working conditions using open dialogue.

Some policies and schemes, though self-explanatory and obvious for Danes, are not fully understood or well known to newcomers. Schemes need to be further developed or significantly revitalised.

For PhD students, the relationship with their supervisors and plans for training and research are well organised and monitored formally. Concerning career plans beyond the PhD, not all departments have a structured support scheme. For postdocs and researchers daily work in GEUS is often organised in projects, often more than one project with different project managers. Apart from the yearly performance and development interview (MUS), GEUS does not have a detailed scheme for career guidance, though some departments and individuals offer solid, meticulous advice.

As a research and advisory institution with both public and private clients and widely varying networks, GEUS is strongly qualified to support career development, also outside academia. These strengths are not fully reflected in the career guidance. Many researchers request better access to career advice. Consistency across the organisation is needed.

Researchers in a research and advisory institution do not have teaching obligations, but most carry out consultancy work. Balancing research and consultancy work in a research career is important especially for young researchers.

Decreasing peer-reviewed scientific publication in high-ranking journals is a concern to both researchers and Management. Proposed actions will address the complex issue of publication in various ways, directly and indirectly.

Training and Development

Each year GEUS sets aside time for all employees (ca. one week) for training and development. Each employee has a yearly one-to-one performance and development interview (MUS) with their head of department where they amongst other things discuss plans for further development and training, whether through courses, new assignments or conference participation.

For PhD students the relationship with their supervisors and plans for training and research are well organised and monitored formally. The student joins the PhD network at their enrolling university, but some ask for an internal network of PhD students at GEUS.

Most researchers work in several projects with different supervisors, and they report to their Department Head. The GAP-Analysis indicated no confusion regarding to whom they should refer in different situations.

Though researchers do not have teaching obligations (except in special research areas where GEUS supports university training), senior researchers and professors supervise Master students and PhD students and can be mentors to newcomers. In addition to this it is requested that professors and key senior researchers could more systematically form experience exchange groups, e.g. concerning publication plans and CV development. Good examples already exist in-house and should be disseminated. Other types of mentorship might be considered.

Main themes for actions

Having conducted the GAP-Analysis and in view of considerations above, GEUS has decided to initiate projects within the following main themes:

- A. Lifelong research training and career development
- B. Improved recruiting process and reception of incoming researchers
- C. Ethical and professional aspects

3. ACTIONS

The extended version describing the actions in more detail is enclosed after Section 4.

{Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).
Examples:}

Title action	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>{e.g. Advertising all researcher vacancies on Euraxess</i>	<i>Spring 2016</i>	<i>HR recruitment unit</i>	<i>50% increase in applications Min. 1/3 applications from abroad</i>
<i>e.g. Granting postdoctoral researchers budgetary autonomy</i>	<i>December 2017</i>	<i>Finance Dept.</i>	<i>Board of Government endorsement for new regulation</i>
<i>e.g. Improve supervisor training for newly appointed tenure track staff</i>	<i>Continuous</i>	<i>Doctoral Schools</i>	<i>Min. 2 training courses on offer per term Continuous monitoring of effect: increase of positive evaluations from PhD students}</i>
A. Lifelong research training and career development			
<i>A1. Introduction of the REFLEX Researcher Career Development Scheme Application tool on the GEUS intranet</i>	<i>2018, 4th quarter 2020, 1st quarter</i>	<i>HR</i>	<i>Basic implementation on the new intranet Evaluation</i>
<i>A2. Review and re-launch of the mentoring program for newly employed researchers</i>	<i>2018, 4th quarter 2019, 4th quarter</i>	<i>HR</i>	<i>All researchers employed in 2018 have been offered mentorship 50% enter mentorship</i>
<i>A3. Appointing more professors in strategic research areas to support the training and career planning of younger researchers</i>	<i>Continuous, fully implemented by 2021, 4th quarter</i>	<i>Deputy Director General</i>	<i>75% of professors appointed 2019, 4th quarter</i>
<i>A4. New publication strategy for the organisation</i>	<i>2018, 4th quarter/ implementation completed 2020, 4th quarter</i>	<i>Management/ Head of Departments, Professors</i>	<i>50% of new resources allocated 2019, 1st quarter; 50% 2020, 1st quarter 2020 Bibliometric indicators as published in yearly work programmes</i>
<i>A5. Disseminate best practices for individual publication planning and follow-up to all departments</i>	<i>2019, 1st quarter/ Model implemented 2019, 4th quarters</i>	<i>Head of Reservoir dept./Geology/Professors and department heads</i>	<i>Bibliometric indicators as published in yearly work programmes</i>
<i>A6. Development of publication workshops with training and consultancy support</i>	<i>2020, 4th quarter</i>	<i>HR</i>	<i>Design and first workshops 2019, 4th quarter; completed 2020, 2nd quarter Bibliometric indicators as in yearly work programmes</i>

A7. Disseminate best practices for career advice and development to all departments	2019, 1 st quarter Publication of model on intranet by the end of 2018 New MUS concept 2019, 2 nd quarter	Professors and department heads	Evaluation 2019, 4 th quarter Catalogue of further initiatives presented to Management 2019, 2 nd quarter
A8. Improved interdisciplinary integration through strategic campaigns	2018, 1 st quarter start 2018, 3 rd quarter / launch of 1 st campaign Continuous	Strategic Forum	Evaluation in 2019, 1 st quarter
B. Improved recruiting process and reception of incoming researchers			
B1. Publication of key documents in English on the website under vacancies	2018, 4 th quarter	HR	Job site relaunched on the new GEUS website
B1. Revision of general information offered to foreign applicants and newcomers	2018, 4 th quarter	HR	Improved information site Evaluation 2020, 2 nd quarter
B3. Revision of reception scheme for new foreign employees	2019, 2 nd quarter	HR	New introduction to the working place. Evaluation 2020, 2 nd quarter
B4. Improved welcome package for newly employed researchers, incl. Charter & Code	2019, 1 st quarter	HR	Welcome package launched Evaluation 2020, 2 nd quarter
B5. Translation into English of important documents and guidelines	Continuous	Administration	Evaluation interviews Evaluation 2020, 2 nd quarter
C. Ethical and professional aspects			
C1. Update and relaunch of the Code of Conduct for Research Integrity and Data Management Plan	2018, 4 th quarter	Management	New 'named person' appointed and Data Management Plan relaunched
C2. Review and strengthen GEUS' Project Manual	2018, 2 nd quarter	Head of Geophysics Dep.	Launch of revised Project Model
C3. Compilation of instructions for fieldwork in non-European countries	2019, 2 nd quarter Launch of Field Instructions	Working Environment Committee	Assessment and follow-up after each field season

{As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.}

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Important key documents are already available on the website where GEUS advertises research openings: <http://www.geus.dk/UK/job/>. More internal guidelines and explanatory notes are needed to allow foreign researchers fully comprehend the academic job structure at a Danish research institution, as well as additional employment criteria beyond those academic.

The e-recruitment tool HR-Manager has been developed by the Agency for Modernisation under the Danish Ministry of Finance to manage the recruitment processes of public organisations. Due to the wide user group, HR-Manager was not designed to handle the extra academic assessment process used by universities and research organisations for recruiting researchers. This extra module has now been developed by the University of Copenhagen. GEUS will implement the feature as soon as possible and thus make the entire hiring process electronic.

4. IMPLEMENTATION (MAX. 1 PAGE)

{Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- *Do you have an implementation committee and/or steering group regularly overseeing progress?*
- *How do you involve the research community, your main stakeholders, in the implementation process?*
- *How will your organisation ensure that the proposed actions will also be implemented?*
- *Is there evidence of any alignment of the HRS4R with organisational policies? For example, is the HRS4R recognized in organisation's research strategy, overarching HR policy?*
- *How will you monitor progress?*
- *How do you expect to prepare the internal and external review?}*

Achieving the HR Excellence in Research award is already an assignment in the four-year performance contract between GEUS and the Danish Ministry of Energy, Utilities and Climate. This HR Strategy for Researchers (HRS4R) will be an integrated part of the overarching new HR Strategy for GEUS. The actions will be included in the yearly work programmes that GEUS commit to execute.

The Ministry has to approve the work programme, mid-term report and the Annual Report. Locally, Management monitor the implementation of the work programmes, and the Cooperation Committee (SU) discuss the progress reports.

Management, primarily the Deputy Director General, Administration, or the Deputy Director General, Research, depending on the nature of the projects, will lead the implementation of the actions. Researchers will be involved in project groups. A status will be reported to all employees at half-yearly staff meetings.

An organisation the size of GEUS is not suited for applying quantitative key performance indicators to register the effectiveness of specific organisational measures. The statistical uncertainty is too large with such small numbers of employees. However, we will use the biennial employee satisfaction surveys and workplace evaluations to measure satisfaction in the research community. A statutory workplace evaluation took place in December 2017. The employee satisfaction survey was conducted in March 2018. These two surveys will form the basis for measuring future effects of the HRS4R actions. The surveys normally run alternately every two or three years. Both questionnaires have fixed records for comparable numeric results and additional valuable comment fields.

As with the initial GAP analysis, GEUS will establish a project team and conduct individual interviews when preparing the interim assessment. The Open Space arrangement proved very constructive in revealing issues for improvement and providing good ideas for solutions. GEUS will continue to use this work form in future self assessments.

A. Lifelong research training and career development

A1. Introduction of the REFLEX Researcher Career Development Scheme Application tool on the GEUS intranet.

The REFLEX application is a flexible tool, which was developed during a EURAXESS project supported by the EU. The tool is free and simple to use. REFLEX provides a simple framework for career development strategies fitting individual or organisational needs and resources. It enables the mapping of already existing services, and can be further expanded as more schemes are developed.

With few headings, REFLEX provides one flexible portal for multiple different aspects of the researchers' professional development (e.g. Career advice, Mobility, Networking, Development of academic skills, or Development towards industry). All existing and future options for research training and career development will be made visible in one place, primarily to researchers, but also to supervisors, superiors and HR. This will create a better overview and will ensure greater impact of the measures offered by GEUS.

If desired, these headings can also be used as keywords to structure dialogues between researcher and superior or supervisor when the researchers clarify their choice of career path.

REFLEX can be implemented with minimal effort and can guide the researchers to existing schemes offered, e.g. mentorship or courses. This will add impetus to services already available to the researchers. Revised and improved schemes will be re-launched, and new initiatives will be added to REFLEX as they are developed.

Who, when and targets

HR: Kirsten Bache, Martin Broe in collaboration with the Intranet Editor. Start 3rd quarter 2018, basic implementation 4th quarter. Continuous implementation when new services resulting from the other actions are launched.

Evaluation of researchers' use and satisfaction 1st semester 2020.

A2. Review and re-launch of the mentoring program for newly employed researchers

Interviews with non-Danish-speaking researchers have revealed that the mentoring scheme for incoming researchers developed in 2013 is poorly known and rarely used by the researchers. On the other hand, many researchers express the wish for a mentor. GEUS may also want to consider establishing mentorship schemes for researchers at other levels of their career. This can be dealt with in another context (A7). The important task here is to make the already agreed scheme work well.

The interviews and discussions at the HRS4R Open Space and a recent strategic staff day showed that researchers seek various kinds of support in a mentorship. The existing mentorship must be reviewed and adjusted in light of these discussions.

The present method of inviting the newly employed researcher to a mentorship has failed and must be revised. The adopted mentoring scheme(s) must be presented to new researchers in more than one way in order to have an impact amongst the many issues and impressions when starting a new job.

The mentorship scheme must be included in the REFLEX portal.

Who, when and targets

HR in collaboration with researchers and department heads. Start 3rd quarter 2018, basic implementation 4th quarter.

All researchers within the scope and employed 2018 are offered mentorship. Fifty percent of the researchers employed in 2019 have entered mentorship.

A3. Appointing more professors in strategic research areas to support the training and career planning of younger researchers

Recently the number of professors at GEUS has declined for various reasons. There is an increasing demand amongst younger researchers for important key researchers mentoring, training, setting standards, and for helping to prioritise.

In 2018, Management will analyse the need for strategic research professorships within GEUS. Management will present a revised plan for professorships in important research areas for approval by the Board. The first openings are to be advertised during Autumn 2018 and filled during 2019. All positions are expected to be filled by 2021.

Future advertisements for vacant professorships will explicitly state the obligation offering career guidance to researchers within the research area concerned.

Who, when and targets

A working group chaired by the Deputy Director General, Research. Professor plan to be adopted by the board 2018, 3rd quarter.

Seventy five percent of the professors have been appointed 2019, 4th quarter. The professor plan will be fully implemented 2021, 4th quarter.

A4. New publication strategy for the organisation

In recent years, GEUS has had to deal with declining revenue due to budget cuts as well as crises in hydrocarbon and mining industries. In addition, focus of the providers of funding has tended to shift to innovation rather than research, and they are less willing to invest in PhD studies. It is therefore also difficult to raise funding to publish in scientific journals. GEUS has experienced slightly



decreasing numbers of papers in high-ranking scientific journals. With a reduced staff, efforts have been focused on delivering assignments and publishing results via other channels. Decreasing publication rates in high-ranking scientific journals give rise to major concern for both Management and researchers.

Management has already taken action and set aside DKK 2 mill. in 2018 as a first step in remedying the situation. The resources will be spent on e.g. papers close to publication state and on more strategic efforts to be launched in 2018.

Management and Heads of Departments have held initial discussions early in 2018. They have decided to set up a working group including researchers at different levels of their career. The working group will develop a new publication strategy for GEUS. The strategy must support identified strategic research areas of the organisation. It will e.g. include financial initiatives to compensate for inadequate research funding where scientific publication may be obtained. The various ideas from the staff day, HR open space and consultation of researchers will enter into the work of the project group.

Who, when and targets

A working group of researchers chaired by Professor Jens Aamand will provide the analytical background, suggestions for measures and recommendations. A second working group of Heads of Departments chaired by the Deputy Director General, Research, will compile the new publication strategy, supported by the working group of researchers.

Analysis completed 2018, 1st quarter. New Publication Strategy for GEUS adapted by 2018, 2nd quarter. Implementation of the first steps by 2018, 3rd quarter. Fifty percent of new resources allocated 2019, 1st quarter. Remaining 50% allocated 2020, 1st quarter. Implementation of the Publication Strategy completed 2020, 4th quarter.

Measurement using bibliometric indicators as in yearly work programmes, approved by the Ministry.

A5. Disseminate best practices for individual publication planning and follow-up to all departments

Publishing important results is essential for researchers when pursuing a research career. This is especially important at the early stages of the career with various fixed-term appointments; it is important to achieve sufficient publications to reach the next career level. Though not under the same pressure to publish in high-ranking scientific journals as full-time researchers, employees with mixed or mainly consultancy assignments also need to strengthen their CVs and do not want to miss the possibility of a good paper resulting from their work.

Bringing researchers together at internal events during 2017 resulted in a valuable of experiences and showed that the departments have very different approaches to this important aspect of the research career. A working group will collect and elaborate the different methods and make models for the best practice available for all departments.

According to the Danish academic structure, young researchers can only have research employment for a limited time before having to submit to senior assessment. Therefore, preparation of a



publication plan should be made mandatory early in the time-limited research position of young researchers.

Who, when and targets

A working group chaired by the Head of Reservoir Geology, with professors and researchers, assisted by HR (Martin Broe). Start 2018, 3rd quarter. Adaption and start of implementation 2019, 1st quarter, fully. Model for publication experience exchange groups fully implemented 2019, 4th quarter.

A6. Development of publication workshops with training and consultancy support

With inspiration from Aalborg University GEUS plans to arrange a series of workshops for researchers addressing various aspects of writing scientific papers. The workshops will both raise individual skills and focus on developing a collective supportive culture. GEUS plans to call in external expertise where appropriate. The workshops cover topics such as the individual writing process and the collective writing process, apprenticeship and the use of tools like storytelling.

GEUS has applied for supporting co-funding from the Agency for Competence Development in the State Sector.

Who, when and targets

HR in consultation with researchers, Press and Communication and Management. Start 2018, 4th quarter; design of workshops developed and first workshops held 2019, 4th quarter; completed 2020 2nd quarter.

A7. Disseminate best practices for career advice and development to all departments

Ideally, the yearly performance and development review with the head of department (MUS) is expected to serve the strategic needs of GEUS as well as the individual career development of the researcher. The present scheme is biased towards serving GEUS' overall terms and though allowing room for issues raised by the researcher, the structure does not explicitly lead the participants through issues from the researcher's career perspective. Seen in this light, a review of the MUS concept is needed.

Experiences from different methods of career guidance and development at GEUS will be described, and the best practice will be made available to researchers, supervisors and Heads of Departments.

Ideas from the staff day, HR open space and consultation of researchers will enter into the considerations of the project group, e.g. possible mentorship schemes other than A2. The use of REFLEX developed by EURAXESS as a tool to structure career advice will be considered. Another issue to be considered is possible incentives directed at senior researchers to encourage further professional and career development in the rather flat academic job structure at GEUS.

Future advertisements for vacant professorships will explicitly state the obligation establishing career guidance to researchers within the research area concerned.



Who, when and targets

HR will revise the MUS concept applied to appraisal interviews in 2019, 1st and 2nd quarter.

A working group chaired by the Head of Hydrology, with assistance of HR (Maya Regel Pundik), will consult professors and researchers. The first best practice model for individual career coaching of young researchers will be available on the intranet in 2018, 4th quarter. Professors and Department Managers will be overall responsible for implementation.

The working group will present a catalogue of further initiatives and incentives for career development as a basis for Management's decision 2019, 2nd quarter.

The Head of Finances, HR and Legal affairs will chair the evaluation of the schemes in 2019, 4th quarter.

A8. Improved interdisciplinary integration through strategic campaigns

GEUS is organised into departments, and work is organised through projects, often across the organisation. Many researchers have requested more interdisciplinary activities. It is important for them not to overlook obvious partners in-house when their ideas could benefit from mutual brainstorming and cooperation and develop into strong project ideas. They also see this as a way to strengthen their scientific and professional development.

Management and Heads of Departments share these views and have been working with new ways to strengthen the cooperation, and to find dynamic methods of adapting research strategies to the changing requirements of society. Management will start campaigns in focus areas across the organisation. The campaigns will use bottom-up processes, e.g. pitching events.

Who, when and targets

The Heads of Departments coordinating efforts in the Strategic Forum. Implementation 3rd quarter 2018. Evaluation 4th quarter 2019.

B. Improved recruiting process and reception of incoming researchers**B1. Publication of key documents in English on the homepage under vacancies**

When GEUS advertises openings in various journals and job portals, the advertisements are also posted on the job page on GEUS' own website.

Relevant legal documents are already published on this site, as are key documents concerning management principles and staff policy. Further guidelines need to be translated into English and published.



Who, when and targets

HR in collaboration with Press and Communication. Start 2018, 2nd quarter, completed 2018, 4th quarter.

Evaluation using qualitative survey 2020, 2nd quarter.

B2. Revision of the general information offered to foreign applicants and newcomers

In addition to the job description in the advertisement and the documents concerning the recruitment process and staff policies on the website, GEUS has collated further information for applicants who apply from abroad.

GEUS has established a website with general information for all applicants, and a password-protected part with more detailed information for shortlisted candidates regarding both formal procedures and a variety of forthcoming issues when relocating to Denmark, e.g. perhaps with a family. The password-protected part also contains internal guidelines and is displayed on the Intranet. The setup has a poor design and does not work satisfactorily for the candidates. The in-house target group overlook it and rarely use the guidelines. The efforts to maintain the site are disproportionate to the benefits for the users.

GEUS is developing both a new intranet and a new homepage | 2018. In this process, the sites will be reviewed, and the information addressed to foreign candidates will be revised and communicated using other methods.

Who, when and targets

HR in collaboration with Press and Communication. Completed 2018, 4th quarter.

Evaluation using qualitative survey 2020, 2nd quarter.

B3. Revision of reception scheme for new foreign employees

The GAP-Analysis revealed some flaws in the schemes set up to secure a smooth arrival and to help incoming researchers settle in.

It is a permanent undertaking to keep track of the frequent changes in different authorities' requirements for documentation and processes during immigration. HR has taken over most of the formal procedures and will again review the guidelines and interface, and will inform the employing departments of the necessary procedures.

Researchers request a general introduction to GEUS and to the various administrative and other systems, e.g. time sheets, travel accounting, and the project manual. Previous introductory arrangements serving these purposes are no longer held because of the low number of new appointments scattered over the year, and due to declining attendance. A working group will review the requirements and find solutions developing other ways of introduction if physical arrangements are not re-established.



Who, when and targets

Deputy Director General, Administration. A working group of facilitating departments. Implemented 2019, 2nd quarter.

Evaluation using qualitative survey 2020, 2nd quarter.

B4. Improved welcome package for newly employed researchers, incl. Charter & Code

Newcomers no longer receive a physical welcoming package when they take up their position at GEUS. However, for researchers, whether foreign or Danish, there are many special issues.

GEUS will ensure introduce researchers to important issues early in their employment. New researchers will receive a printed, reader friendly edition of the Charter & Code, as researchers already employed have had.

Incoming researchers will receive written information regarding the Code of Conduct for Research Integrity and Data Management, the Business Integrity Management System, REFLEX and other sites on the intranet which contain information important to researchers. The information on arrival should also include the various professional facilities necessary to their research, e.g. GIS, laboratories etc.

Who, when and targets

Deputy Director General, Administration. Working group with members from research departments. Implemented 2019, 2nd quarter.

Evaluation using qualitative survey 2020, 2nd quarter.

B5. Translation into English of important documents and guidelines

Researchers employed for a longer term are expected to learn Danish, and GEUS supports them to do so. This does take time, so short-term employees may not learn Danish. Incoming researchers request more information in English. This is not always the task of GEUS, but ought to be solved by government agencies or service centres.

All supportive functions will consider translation of key documents and guidelines, especially when introducing new systems and guidelines. GEUS will continue to request material in English when government agencies introduce new systems.

Who, when and targets

Deputy Director General, Administration, IT department, and other facilitating departments are responsible. Continuous process.

GEUS' new project model and project manual launched in English 2019, 1st quarter.

Evaluation using qualitative survey 2020, 2nd quarter.



C. Ethical and professional aspects

C.1 Update and relaunch of the Code of Conduct for Research Integrity and Data Management Plan

GEUS has endorsed the Danish Code of Conduct for Research Integrity and implemented the Code of Conduct for Research Integrity and Data Management Plan. Recently one professor took up another position and left GEUS. GEUS needs to appoint a new scientific ethical advisor, one of two “named persons”.

Both the Code of Conduct for Research Integrity and Data Management Plan need to be relaunched and called to the attention of all researchers to achieve impact.

Who, when and targets

Management, Head of Data and IT, and IT security Coordinator. Implemented 2019, 4th quarter.

New named person appointed 2019, 4th quarter.

C2. Review and strengthen GEUS’ Project Model

The model forms the common framework for the implementation of projects at GEUS. A project manual describes GEUS’ methods of managing and organising projects, roles and responsibilities in the project and includes various tools to support the project. The manual was developed in close cooperation between experienced project managers, the management of GEUS and an international consulting firm.

Though building on general approaches to project management, originally adapted specifically for use in GEUS, project managers and participants, as well as department heads find the manual inadequate. In the present context, the most important issue raised is publication in scientific journals. Both researchers and Management find it essential to introduce a mandatory tool early in the planning phase to analyse publication possibilities and any possible extra time, measures or expenses this would require.

Management will appoint a working group consisting of department managers and project managers. The various ideas from the staff conference and HR open space will be made available to the group.

Who, when and targets

Head of Geophysics Department. Appointment of the working group (project managers, participants, controllers) 2018, 1st quarter. Adaption of the revised Project Model 2018, 2nd quarter. Evaluation 2019, 4th quarter.



C3. Compilation of instructions for fieldwork in non-European countries

GEUS has systematically developed instructions for fieldwork in Greenland, at sea and in 2018 for Denmark. The instructions are followed through by supporting measures such as medical precautions and a range of courses offered before fieldwork.

GEUS also participates in projects in more remote countries and plans to develop a similar full scheme for operations in these areas.

Who, when and targets

Safety Manager and Working Environment Committee. Fully implemented 2019, 2nd quarter.

After each field season, Safety Manager and Working Environment Committee carry out assessment and follow-up.

