

Recruitment strategy 2023-2030

Adopted by the Rector on 20 June 2023, following internal consultation in March/April 2023, and reviewed by the Central Agreement Committee on 5 June 2023 and in the Rector meeting of 19 June 2023.

Employees are the university's most important resource. We aim to recruit talented and motivated employees who align with our values (independent, involving, and creative), and who can help the university develop in line with our goals of:

- having attractive and future-oriented educational programmes that respond to society's challenges,
- being an attractive research partner as a result of critical and independent research with high international quality,
- being an institution with high-profile competence and dissemination that, through cooperation, creates value and new knowledge for the benefit of individuals and society.

The University of Stavanger (UiS) will be an open and innovative university that demonstrates a high quality of education, research, and artistic development work. Our common direction will be guided by the responsibility for sustainable and green transition and will be characterized by a high level of well-being among students and staff. Energy, health, and welfare and learning for life constitute our areas of priority.

Recruitment of employees must take place in accordance with the regulations established nationally and at the institution, and support the [Agreement on Reforming Research Assessment \(ARRA\)](#), the [DORA declaration](#), the [Norwegian Career Assessment Matrix \(NOR-CAM\)](#) and the [Human Resources Strategy for Researchers \(HRS4H\)](#). We will use the latitude provided by the regulations for recruitment for strategic development. Our recruitment processes must be efficient and of a high quality. In accordance with the statutory qualification principle in the state, open, transparent and merit-based recruitment will enable us to ensure that we employ the best-qualified candidate.

UiS is largely dependent on international recruitment to cover our competence requirements in several subject areas. We will also facilitate the international mobility of researchers. However, if the need for recruitment is within subjects and topics that are relevant for export control and control of knowledge transfer, a specific risk assessment shall be carried out prior to employment concerning whether the knowledge transferred to foreign nationals in Norway can be diverted for military use in violation of Norwegian security interests.

The recruitment strategy does not alter the rules for employment, but rather aims to describe the university's overall recruitment strategy until 2030. Specific recruitment and competence requirements and HR policy objectives will be included in the units' long-term staffing plans.

UiS is experiencing a period in which financial restraint and reducing costs are required. Recruitment may only take place when there has been an extensive assessment of the long-term need for resources in relation to the financial forecast, which concludes that there is a financial basis for the appointment and that it is not possible to cover the resource need through internal restructuring.

Priority areas:

- **Employer branding and targeted marketing of vacant positions**
We will recruit employees with a high level of competence in their field who are motivated to contribute to the further development of the university. With the goal of attracting the best candidates, we will communicate to a greater extent what makes UiS an attractive workplace and advertise vacant positions nationally and internationally in a more targeted manner.
- **Breadth of competence**
The university needs employees with a high level of competence in various areas. In accordance with the principles in NOR-CAM, we will include a wider variety of competencies in teaching and research positions. An extensive job analysis must be carried out before the position is announced, and the competence requirements in the job advertisement must correlate well with the competence requirements in the years ahead.

- **Diversity and inclusion**
Diversity is a resource in our working and learning environment and we aim to show respect for one another's differences and backgrounds. When recruiting, we will aim to strengthen diversity, particularly in relation to gender, age, ethnic background and functional ability.
- **Innovation and public relations**
Employees must have extensive knowledge of social issues and shall work to solve complex challenges, regionally, nationally and internationally that require extensive public relations. When recruiting for academic positions, emphasis must be placed on ensuring that the person who is employed has contributed towards the use of research-based knowledge in society and that he or she can demonstrate results from creativity, innovation and entrepreneurship. Emphasis will also be placed on the ability to build professional networks.
- **Interdisciplinary collaboration**
Interdisciplinary collaboration enables us to create something new. When recruiting, we shall place emphasis on the successful candidate having the ability to think innovatively across disciplines, having experience with interdisciplinary collaboration, and being motivated to contribute to the development of academic and interdisciplinary collaboration at the university.
- **Introduction**
In order for new employees to be quickly integrated and provide value to the university, it is essential that we offer a good and targeted introduction. This will also assist the new employee in being able to use his or her competence, become confident enough to take the initiative for further development, and that we retain the employee's competence in the organisation.

Overarching goals:

We will use recruitment as a strategic tool.

1. We will carry out long-term and targeted personnel planning.
2. We will assess whether there are particular recruitment challenges associated with specific position categories/subject areas and assess targeted measures to meet these challenges.
3. We will clarify the university's competence requirements within different areas and, when recruiting, deliberately supplement the competence that already exists in the academic community.
4. We will consider the possibility of announcing part-time positions that require a part-time position in the relevant profession or occupation, in order to strengthen our public relations.
5. We will be aware of the value of differences and diversity in the organisation when evaluating applicants and also participate in the trainee programme for people with disabilities and gaps in their CVs.
6. We will recruit employees who demonstrate the ability and willingness to further develop their competence for the strategic development of the university.
7. We will invite employees who choose to resign from their position to provide feedback about UiS as an employer and the reason for them resigning (exit interview). This will be a source of learning and improvement in connection with new recruitment and development of our activities.
8. We will utilise the latitude that natural attrition provides.

We will be attractive to and recruit the best qualified applicants, both nationally and internationally.

9. We will improve the communication of our "brand" internally, nationally and internationally, and why UiS is an attractive workplace (employer branding).
10. We will further develop the job advertisements with the aim of attracting well-qualified candidates to all job categories.
11. We will increase our use of employees' professional networks as a source of recruiting new employees nationally and internationally, with the goal of attracting passive job seekers.
12. We will recognise that candidates in the different subject areas and international markets that we recruit from have expectations and standards related to recruitment which entail that we need to adapt our recruitment processes in order to be an attractive and competitive workplace.
13. We will consider using search committees to increase the pool of well-qualified people and strengthen diversity.

14. We will have a comprehensive career policy with clear career paths and clarify development opportunities for job applicants.
15. We will offer competitive terms and highlight these in job advertisements and when meeting with candidates. We will specifically emphasise competitive advantages as well as salary.

We will have professional recruitment processes that respect applicants during the entire process.

16. We will have efficient and good recruitment processes that contribute to us employing the best-qualified candidates and that all applicants are left with a good candidate experience.
17. We will reduce the time spent on recruitment processes by using the opportunities provided by digital support tools and follow up the deadlines that are set in the process.
18. We will identify factors that prevent us from succeeding in our recruitment work, and implement measures to rectify this.
19. We will increase the recruitment competence of managers, employees and students involved in recruitment processes to ensure that all qualifications of the candidates are assessed in an efficient and satisfactory manner, and that UiS is viewed as an attractive employer for its candidates.
20. We will clarify the assignment to members of the expert committee/internal academic committee to ensure that the committee conducts a good-quality assessment in which the competence of the applicants is assessed in a manner that is fair and objective.
21. By using a standardized process, we will improve our onboarding of all new employees and, in cooperation with Relocation (or possibly some other external partner), offer international employees targeted reception services.
