



UPPSALA
UNIVERSITET

Operational Plan 2021

Department of Information Technology

Department of Information Technology – Operational Plan 2021

The work environment survey conducted at the department during spring 2019 revealed a desire among staff for greater transparency regarding operational goals, strategies and planning. To this end, since the start of the financial year 2020, the department prepares an annual Operational Plan.

The Operational Plan consists of this introductory text, a summary of account coding for joint IT services plus seven action plans as detailed in the table below.

<i>Action plan</i>	<i>Drafting body</i>
First- and second-cycle studies	Group of directors of first and second-cycle studies
Research	Group of professors/programme directors
Third-cycle studies	Group of professors responsible for third-cycle studies
Collaboration	Management Group
Work environment	Work Environment Group
Equal opportunities	Equal Opportunities Group
Communication	Communications officers and heads of department

The drafting process for this Operational Plan and appended Action Plan involved discussion in the management group on 1 December and establishment by the Departmental Board on 10 December 2020.

Account coding of joint DoIT for 2018, 2019, 2020 and 2021 respectively

<i>Function</i>	<i>Coding 2018</i>	<i>Coding 2019</i>	<i>Coding 2020</i>	<i>Coding 2021</i>
Management				
Head of department	75%	75%	75%	75%
Deputy HoD	0%	0%	10%	10%
Div. dir. CSD	40%	45%	45%	45%
Div. dir. DoCS	50%	50%	50%	50%
Div. dir. Syscon	30%	30%	40%	40%
Div. dir. Vi2 (incl. UpCerg)	45%	50%	50%	55% (65%)

Div. dir. TDB	50%	50%	50%	50%
Education				
Head of education	20%	30%	40%	30%
Stf utb. HoD				10%
Director of studies, programme coordinators, degree project coordinators, etc.			See separate table for first and second-cycle studies	
Research				
Head of research	10%	20%	20%	20%
DiVA	20%	20%	-	-
Third-cycle studies				
Director of studies FoU	5%	10%	10%	15%
Collaboration				
Collaboration coordinator	10%	0%	10%	15%
Communication				
Web group	4×10%	2×5%	7% + 2×5%	5%
Work environment				
Mentors	Coordination + 4 seniors + 5 doctoral students at 5%	Coordination + 3 seniors + 4-5 doctoral students at 5%	5% coordination + 2 seniors + 4 doctoral students at 5%	5% coordination + 2 seniors + 4 doctoral students at 5%
Equal opportunities				
Equal opportunities officer	10%	10%	10%	10%

Account coding within UGA

<i>Function</i>	<i>Coding 2018</i>	<i>Coding 2019</i>	<i>Coding 2020</i>	<i>Coding 2021</i>
Management UGA				
Director of studies	3×48% + 2×24%	3×48% + 2×24%	4×50%	4×50%+25%
Subject coordinators	20%	20%	20%	20%
Master's programme responsibility				
DVM	14%	15%	18%	17%
- SS	-	-	2%	2%

- CoPa	2%	2%	2%	2%
TBM	8%	13%	15%	15%
ISM	9%	15%	15%	15%
DSM	-	-	15%	15%
IMM	-	-	15%	15%
Coordination	-	-	2%	-
Study counselling				
Department	60%	60%	60%	304%
Programme	76%	103%	144%	
Coordination	5%	5%	5%	5%
Admissions, reception	10%	10%	30%	30%
Student exchange programmes				
Coordinators	15%	15%	13%	13%
Degree project positions				
Coordinator	25%	25%	25%	-
Examination	30%	31%	43%	32%

In addition to the activities described in this document, activities are also conducted within SNIC, UPPMAX and ENCCS, all of which are described in separate operational plans.

Appendices

1. Action Plan for First and Second-cycle Studies
2. Action Plan for Research
3. Action Plan for Third-cycle Studies
4. Action Plan for Collaboration
5. Action Plan for the Work Environment
6. Action Plan for Equal Opportunities
7. Action Plan for Communication

Appendix 1: Action Plan for First and Second-cycle Studies

The reorganisation of the department's UGA operations will continue during 2021 with the aim of moving in the direction of an approach to education as a joint responsibility, rather than something delegated to individual divisions guarding "their own" courses. The new international Master's Programmes in Data Science and Image Analysis and Machine Learning will be entering their second and third semesters for the first time in 2021. An initial evaluation of the ongoing reorganisation of UGA was conducted at the end of 2020, prompting some adjustments during 2021.

Two major investments dominate in 2021

1. The department has seen an increased level of mental fatigue due to the change to digital teaching and an increased scope of its assignment as a result of the coronavirus pandemic. During 2021, greater emphasis will be placed on insuring that teaching staff are not overburdened. To this end, efforts are also being made to strengthen digital teaching aids so that teaching staff can teach on Zoom and efficiently hold meetings, seminars and discussions.
2. An extensive change is starting involving the management of degree projects. Starting in 2021, all degree projects will be conducted under more course-like conditions, with increased continuous support from the department and improved monitoring and evaluation. Parts of the degree project coordinator role will be decentralised and moved to course coordinators for degree project "courses" (typically one per test code). These course coordinators will, for example, be responsible for identifying suitable subject examiners and the hope is that this work will be easier, more efficient and of a higher quality when performed by a teacher who is familiar with the study programme in question. In conjunction with this, the old degree project coordinator role will become more management-oriented, tasked with leading the team of teachers responsible for the degree project "courses". A director of studies will be given specific responsibility for managing degree project positions during 2021, in order to more closely link this activity to the UGA organisation.

Other special initiatives

In addition to the above, it is the ambition of the directors of studies group to:

- set aside development funds for the courses included in the new study programmes;
- provide additional working hours for programme coordinators for the new master's programmes;
- provide extra working hours for master's programme coordinators to work on course evaluations; and
- deploy tools to better communicate the undertakings of teachers within UGA operations.

Appendix 2: Action Plan for Research

Renewal

A department-wide initiative will be launched to build up a broad and deep Cyber Security organisation with good contacts with other parts of Uppsala University (UU) and the surrounding community and with a high scientific profile in the most important international arenas. Recruitment is under way with the help of joint departmental funds. Our aim is to use long-term, new resources to be able to lead this development at UU. A first step is to formulate a roadmap for both research and education.

Joint funds are used to support interdivisional operations in areas that are deemed likely to be important going forward, either through the arena structure or as investments in specific areas. The arena structure is flexible, with a new arena started as soon as a need arises. Inactive arenas are shut down. A joint effort on social robotics with a focus on trustworthy human-robot interaction is the latest specific area initiative, with co-financing of an associate senior lecturer in the field during 2021.

Continued strong commitment and responsibility in faculty-wide, interdisciplinary activities such as AI4Research, SciLifeLab, Uppmax, MedTech, Essence, CIM, etc.

With financial support from SciLifeLab, the department is recruiting a SciLifeLab fellow in Scientific Computing specialising in data-driven life science. This is in line with the recently announced Knut and Alice Wallenberg Foundation (KAW) funding initiative of SEK 3 billion over a 12-year research program in life science and its interface with mathematics, data and AI. This is related to KAW's investments in autonomous systems, software and AI, as well as quantum technology through the WASP and WACQT programmes. This programme, which also includes a graduate school, opens up many opportunities for the department to strengthen ties to both WASP and life-science research within the University.

Quality enhancing measures

- A department-wide survey of grant applications for external funding has begun and will continue in order to find out how successful we are at attracting funding from various financiers. We will thus be able to identify our weaknesses and where we can beneficially target initiatives.
- A research strategy day focusing on equal opportunities and gender equality will be held in 2021.
- Departmental seminars and presentations.

- We will work to disseminate good examples of quality enhancing measures throughout the department, for example:
 - annual college of supervisors;
 - reliable research hours for all teachers who conduct research (with the aid of FFF if necessary);
 - all associate senior lecturers will be given the chance to act as principal supervisor;
 - support in writing grant applications, especially to the Swedish Research Council;
 - FFF financed third-cycle courses (when required); and
 - planning discussion with the relevant research-programme director for all teachers who are active researchers.

Appendix 3: Action Plan for Third-cycle Studies

Background

The roles

- Director of PhD Studies (forskarutbildningsstudierektor, FUS), Pierre Flener,
- Administrator for PhD Studies (forskarutbildningsadministratör, FUA), Elisabeth Lindqvist

are described in dnr IT 2013/49 (by a Department Board decision of 2013-05-30) and are fully followed, such as launching the processes of revising individual study plans; being contact persons; standardising departmental routines; helping PhD students & advisors; maintaining webpages; etc.

According to the local "Action Plan for PhD Education" (Åtgärdsplan för forskarutbildningen, see https://www.it.uu.se/internt/policies_rapporter_handlingsplaner/atgardsplan_forskarutbildningen.pdf), which is based on comments made at the IT Department Strategy Day in autumn 2014, the FUS convenes the professors responsible for our 11 PhD subjects (forskarutbildningsansvariga professorer, FUAP) once per term for discussing topics of interest. A lot of standardising of departmental routines was already achieved in 2018 to 2020: the minutes are at <https://mp.uu.se/c/perm/link?p=303130870> and summaries thereof are posted at the LäsIT blog and emailed to PhD students & advisors.

Plans for 2021

Our biggest projects are, other than continuing the standardisation:

- Keep a close eye on the well-being of the PhD students during the pandemic.
- Improve the recruitment process (especially its diversity aspects) and the introduction process of new PhD students.
- Improve the offering and funding of PhD-level courses.
- Write our self-evaluation (by 15 February 2021) and preparing the site visit (on 28+29 April 2021) by the external evaluators of the TekNat audit of 7 of our 11 PhD subjects (the other 4 were audited in 2017 by Universitetskanslersämbetet, UKÄ), and this is expected to consume a lot of time of FUS, FUA, and the concerned FUAPs, plus feedback from ITDR.

Appendix 4: Action Plan for Collaboration

Ida-Maria Sintorn has been collaboration coordinator at the Department of Information Technology since 2020. This assignment (account coded at 10% in 2020) involves compiling, coordinating, facilitating and highlighting opportunities for new and existing collaboration and outreach activities with/aimed towards schools and general public, industry and society, as well as life-long learning. In addition to the role of collaboration coordinator, Ida-Maria Sintorn has also been appointed as the department's representative on the Faculty's Advisory Committee for Collaboration. Collaboration at the Department of Information Technology is largely conducted from a bottom-up perspective, driven by the employees' own interests. In line with the University's objectives and strategies and the department's input thereto, the following activities for 2021 are proposed to promote and facilitate the department's collaborative activities and profile.

Activities

- Offer contract education to the private and public sectors for life-long learning/further education/new technologies. The goal is to provide between one and three contract education courses during 2021.
- Coordinate and communicate opportunities and information on industrial collaboration projects (individual contacts, national networks/programmes, the University/Faculty's strategic partners) with the aim of increasing the department's participation in collaboration projects
 - Participate in dialogue meetings with the University/Faculty's existing and new strategic partners.
 - Have a standing information item on collaboration on the agenda of staff meetings and continuously inform via LesIT.
- Initiate a departmental arena for collaboration and outreach:
 - with a seminar series with industry presentations; and
 - a third-cycle course by David Sumpter: Using maths and machine learning to do social good, as proof of concept for "Fun Fridays", to inspire and create new research and collaborations.
- Participate in public events such as SciFest aimed at schools and the general public.
- Support and simplify the process of drawing up contracts for collaborative projects e.g., find the right template, order of actions, things to consider, etc.
- Begin a dialogue/inquiry with the Recruitment Committee on how collaboration skills can be given actual importance in recruitment processes where collaborative skills are required.

Appendix 5: Action Plan for the Work Environment

Head of department Lina von Sydow is responsible for the work environment at the Department of Information Technology. Ongoing matters are dealt with by HR administrators Ulrika Andersson (also the fire safety officer) and Anna-Lena Forsberg. The health and safety representatives are Liselott Dominicus van Den Bussche (until 31.12. 2022) and Marina Nordholm (until 31.12. 2021). The environmental representative is Victor Kuismin.

A good work environment is one of the most important prerequisites for the operational success of the department. The problems experienced by the department in terms of the physical work environment are normally minor, hence the focus on the psychosocial work environment. The need to consider the physical work environment has however increased as more people work from home during the coronavirus pandemic. The department's Action Plan for the Work Environment describes the activities we conduct in order to promptly identify and effectively deal with work environment problems. To the extent deemed necessary, the appropriate resources shall be allocated in the department's budget. Work to continuously monitor and improve the work environment shall be given a high priority by everyone working at the department.

Activities over the coming 12-month period (responsible: head of department)

Activities related to the coronavirus pandemic

During 2021, we will be focusing on dealing with problems arising from the pandemic, mainly physical work environment issues associated with working from home and the concomitant psychosocial work environment issue of isolation. We will therefore be conducting a number of inquiries into the perceived work environment and adapting our activities accordingly.

Health and safety inspections

Health and safety inspections using an employee survey will be conducted in March 2021.

The next scheduled health and safety inspection is planned for September 2021. The inspection will focus on electrical safety and chemicals.

Information regarding the organisational and social work environment

Given the ongoing pandemic, more organised training sessions for managers regarding the organisational and social work environment will be postponed until the academic year 2021-2022.

Stress management course/seminar

We plan to conduct digital courses/seminars on stress management to the extent that it emerges as a problem during our investigation of the perceived working environment.

Onboarding new employees

New materials are to be prepared to ensure the quality of onboarding for new employees. Work to review our onboarding procedure for new employees is part of the measures introduced after the work environment survey conducted in spring 2019.

Working conditions for doctoral students

We will continue to review the work situation of our doctoral students. In part, this is included in the work to reorganise GU. This review of doctoral students' working conditions is part of the response to the work environment survey conducted in spring 2019.

Ongoing and regular activities (responsible: head of department)

Everyone at the department with staff responsibility is required to hold performance reviews based on the specified template, so that between us we cover all members of staff. The results of these should be followed up and discussed in the Management Group. This allows us to identify signs of overwork, stress, ill health and other issues at an early stage, both at individual and group level. Another purpose of performance reviews is to follow up on employees who have undergone some form of leadership or supervision training. The next period will be March-April 2021.

Performance reviews for doctoral students are divided into two parts; firstly, in conjunction with agreeing a new individual study plan and, secondly, in conjunction with the doctoral student's follow-up meeting.

Time should be set aside for performance reviews in staffing plans at divisional level.

Division directors and others with staff responsibility, as well as supervisors, shall set aside time for planning, conducting and following up structured performance reviews and for unplanned discussions of the same nature over the course of the year. It is incumbent on

those with staff responsibility to pass on any issues raised during these reviews and discussions that may affect budgets, either to the division director or head of department.

Mentor programme

Everyone employed at the department for a minimum period of one year shall be assigned a mentor by the mentoring coordinator.

Language lessons

All new employees who do not speak Swedish should be encouraged to attend lessons in Swedish.

Work environment survey and health profile

A work environment survey and health checks should be conducted at five-year intervals. Where appropriate, a separate work environment survey and follow-up should be conducted. The most recent work environment survey/health checks were conducted in April/May 2019, when work environment mapping was conducted. In conjunction with this, all staff were offered a medical checkup with our occupational health services provider. In addition to this, all staff at Uppsala University are offered a medical checkup on reaching 50, 55 and 60 years of age.

Leadership training for work supervisors

Leadership training shall be offered, and encouraged, to all staff with supervisory responsibilities; for example, head of department, division directors, director of studies, head of research, research leaders, etc. The aim is that at least 90% of those with supervisory responsibilities shall have undergone training. This shall be followed up on 30 September each year.

Supervisor training

Doctoral supervisors and degree project coordinators should undergo supervisor training. Supervisor training is obligatory for everyone acting as principal supervisor to a doctoral student. The aim is that at least 90% of all doctoral supervisors shall have undergone training. This shall be followed up on 30 September each year.

First-aid training

Employees should be offered the chance to attend a first-aid training course every other year. Both basic and refresher courses should be offered. The next training courses will be held in autumn 2022.

Wellness

In the interests of prevention, wellness measures should be offered to all staff; for example, subsidised exercise activities, one working hour of keep-fit per week, massage, fruit baskets in the staff room, etc. The department should also endeavour to ensure that wellness activities are conducted at the department.

Preventative physical work environment measures

The department contributes through workplace design, procurement of work aids, etc. Work adaption should be implemented as soon as possible for both staff and students. Regular health and safety inspections are carried out, the results of which are compiled, evaluated and followed up.

Social & cultural activities

The department arranges and supports various social and cultural activities.

Stress and conflict management

The department contributes by offering training on dealing with work-related situations, in particular those related to stress and conflict. This can take place in groups or individually.

Equal opportunities

Equal opportunities must be included as an important element of the work environment. the department's Equal Opportunities Group is tasked with monitoring this issue and providing information on their work. Equal opportunities work affects both students and staff.

Evacuation drills

Drills are expected to be held on campus once a year. This is administered by campus management, which has decided that the drill should be held at ITC on odd years and the Ångström Laboratory on even years. The evacuation plan and alarm information is available on the website at:

<https://www.polacksbacken.uu.se/Security/Evacuation/?languageId=1>

Fire protection inspections

The Security and Safety Division carries out a quarterly fire protection inspection.

Work Environment Group

The Work Environment Group meets three times a year. Members: health and safety representatives, head of department, HR administrators, administration manager and student representatives.

The Work Environment Group coordinates and informs regarding the department's systematic work environment management. The Work Environment Group also acts as the drafting body for the annual review of the Action Plan for the Work Environment.

Crisis and Crisis Support Group

Members: health and safety representatives, head of department, administration manager, HR administrators, study counsellors and student representatives.

The Crisis and Crisis Support Group shall ensure that crisis-support procedures are in place at the department and provide clear information about these procedures.

Information initiatives

We shall provide information regarding the above and clarify our organisation and division of responsibilities for everyone at the department via:

- LäsIT
- the website
- divisional planning days, meetings, etc.
- work environment signs in Building 4, Floor 2.
- information meetings whenever major changes are made to procedures.
- monthly staff meetings.

Appendix 6: Action Plan for Equal Opportunities

Enhance capacity of the equal opportunities group to work as change agents

WHAT: The goal of this action is to enhance the capacity to work as change agents at the department, and to learn about equal opportunities.

HOW: (1) Organise an equal opportunities retreat in fall 2021; (2) Organise Swedish fikas; (3) Organise equal opportunities fikas; (4) Maintain google doc with list of possible speakers for equal opportunities fikas; (5) Assess feasibility of organising an equal opportunities day (e.g., in collaboration with Teknat); (6) Include examples of successful projects on website; (7) Include examples of successful work by the group; (8) Identity questions of interest for people visiting our website; (9) Update calls for projects: Invite applicants to join review of applications at equal opportunities meetings; Invite people to present results at equal opportunities fikas; Add salary to all calls except for call on visiting researchers (max 1 week for organising equal opportunities events; Investigate feasibility and add new call to support travel of parents on parental leave to conferences; Investigate feasibility to pay PhD students for equal opportunities projects and speak with Pierre Flener; (10) Formulate input for communication officer to make sure that relevant information on what to do in case of discrimination is easily accessible; (11) Design posters to increase visibility of the equal opportunities group; (12) Investigate feasibility to disseminate calls for projects on computer screens in the Department's corridors and speak with Liviana Gherghisan or Victor Kuismin to help; (13) Organize a slack/discord channel for a more informal sharing of information.

WHEN: (2), (6), (9), and (12) will be discussed at the February meeting; (1), (5), (7) and (11) will be discussed at the May meeting; (8) and (10) will be discussed at the October meeting; (3) and (4) will be discussed throughout the year; (13) will be discussed at the January meeting.

COORDINATOR: (1): Ginevra and Anna-Lena; (2) Eva and Leslie; (3) Ginevra, all; (4) Ginevra, all; (5) Ginevra; (6) Ginevra, Eva, Johannes; (7) Ginevra, all; (8) Ginevra, all; (9): Ginevra; (10): Ginevra, all; (11) Eva and Leslie; (12) Ginevra; (13) Eva.

Diversity aware education that creates a better learning environment for all

WHAT: The goal is to support students from a diversity perspective, educate teaching faculty in diversity awareness in teaching and support changes in the introductory courses for teachers.

HOW: (1) Set up process for delivery of diversity awareness lecture in all BSc and MSc introductory courses at the IT Department: (1.1) Identify teacher; (1.2) Discuss with Teknat's equal opportunities group about working towards issuing a recommendation to include a lecture on diversity awareness in all Faculty MSc/BSc introductory courses; (1.3) Invite MSc/BSc program coordinators to equal opportunities fika to discuss and hear feedback about diversity-awareness lecture; (2) Discuss with Teknat's equal opportunities group on how to promote training on equal opportunities for teachers; (3) Teaching assistants training day/lunch on bias, discrimination, harassment: discuss with Pierre Flener and invite speaker.

WHEN: (1.1) will be discussed in the January meeting; (1.2) and (1.3) will be discussed in the February meeting; (2), (3) and (4) will be discussed in the October meeting.

COORDINATOR: (1.1): Ginevra and Anna-Lena; (1.2): Ginevra; (1.3): Ginevra, Helena and Hanna; (2): Ginevra; (3): Eva.

Better PhD student education for all

WHAT: The goal is to have equal opportunities-aware PhD students and supervisors and create a playing field where all PhD students at the IT Department have the same opportunities.

HOW: (1) Talk to Teknat's equal opportunities group about adding equal opportunities aspects to Teknat's PhD supervision course; (2) Follow up on PhD students' recruitment processes at the Department; (3) Investigate the possibility to add one lecture on equal opportunities aspects in Uppsala University's PhD introductory course and speak with responsible teacher.

WHEN: All actions will be discussed in the March meeting.

COORDINATOR: (1): Ginevra; (2) Gunilla and David; (3) Ginevra.

Career development from an equal opportunities perspective

WHAT: Support early career faculty from an equal opportunity perspective.

HOW: (1) Plan retreat to write applications for promotion and identify who this could be good for; (2) Discuss what support we can offer to early career researchers from an equal opportunities perspective; (3) Discuss how to include (1) and (2) in the Department's plan to support faculty staff with assistant professor positions.

WHEN: (1), (2) and (3) will be discussed in the November meeting.

COORDINATOR: (1) Gunilla and David; (2) Gunilla; (3) Gunilla.

Supporting equal opportunities aware research

WHAT: Support integration of equal opportunities perspective in research activities at the IT Department

HOW: (1) Contribute to the planning of the Department's strategy day for research; (2) Follow up on the Department's strategy day for research; (3) Invite someone from the Centre for Gender Research as speaker at the Department's strategy day for research; (4) Invite Tommy Schönberg from Vinnova as speaker at the Department's strategy day for research; (5) New call for funding to support how to formulate and work with aspects related to equal opportunities in research project proposals.

WHEN: (1), (3) and (4) will be discussed in the January meeting; (2) and (5) will be discussed in the April meeting.

COORDINATOR: (1) Ginevra and Gunilla; (2) Ginevra, all; (3) Ginevra and Gunilla; (4) Thiemo; (5) Ginevra, Gunilla and Thiemo.

Support gender mainstreaming work at the Department

WHAT: The goal is to raise organizational awareness of gender issues at the IT Department.

HOW: (1) Carry out project on gender equality indicators funded by Teknat to support gender mainstreaming work at the Department.

WHEN: (1) will be discussed at the February meeting.

COORDINATOR: (1) Ginevra and Gunilla.

Action Plan for Communication

Communications activities, operations 2021

- Facebook: posts on our research and events – ongoing.
- Twitter: event information and sharing researchers' posts – ongoing.
- Updates to the website prior to each term and as and when required.
- External online news via Retriever and LäsIT – ongoing.
- Popular science interviews with researchers – when COVID-19 allows/every other month.
- Review of information on Staff Portal/Confluence – prior to every semester.
- Communication planning meetings, head of department – weekly
- Communication planning meetings, division directors – monthly.
- Contribute to internal communication, news Staff Portal blog – ongoing.
- Contribute to the LäsIT newsletter – weekly
- Publication on digital displays – ongoing.

Projects, spring 2021

- Pilot test of Confluence with the aid of Petter Nerelius of the University Library – improvement of internal communication.
- Review the potential use of Slack (in combination with Confluence) – internal communication.
- Establish strategies and communication plan for strategic communication – ongoing.

Events, spring 2021

- SciFest 4-10 March 2021

This will be the first online SciFest. Our task is to try to facilitate this to the best of our abilities. Discussion regarding a common SciFest portal on the website for ease-of-access to the material over a longer period.

Projects, autumn 2021

- SciFest 2022 – planning of exhibition.
- Possible move to a new online platform.

Events, autumn 2021

- Culture Night Uppsala 2021