



UiO • University of Oslo

Et internasjonalt tverrfaglig arbeidsmiljø – erfaringer og refleksjoner

- fra organisering og oppbygning av Bioteknologisenteret og Centre for Molecular Medicine Norway (NCMM)

Kjetil Taskén, BiO/NCMM



NCMM



Et internasjonalt tverrfaglig arbeidsmiljø – erfaringer og refleksjoner

- › Inkubator og “drivhus” for unge gruppeledere, utfordringer og gevinster for arbeidsmiljøet
- › Internasjonal rekruttering på ulike nivåer i organisasjonen
- › Konkurransemiljø versus ivaretagende miljø
- › Møter mellom praksis ved internasjonale forskningsinstitusjoner og norsk regulering av arbeidsmiljøet

Biotechnology Centre – Summary

- UiO response to RCN evaluation 2001
- BiO Reorganized from 2003
- Strategy, focus, leadership:
 - Scope: Functional genomics
 - Scientific focus: Cell signaling and cellular communication
- "Green House" for young group leaders (EMBL Style)
 - International recruitment
 - 5+5 year non-tenured appointments w. start-up package
- Cutting-edge technology platforms for UiO
 - Bioinformatics, from 1987
 - Peptide Array and Molecular Interactions, from 2003
 - Proteomics, from 2004/5
 - Chemical Biology and HTS screening, from 2008
- Commercialization (UiO unit w. most Inv. Discl 2009&2010)



Nordic EMBL Partnership for Molecular Medicine: Complementary approach for human health & disease

Staff 505, 47 PIs,
Budget 40 M€ /year



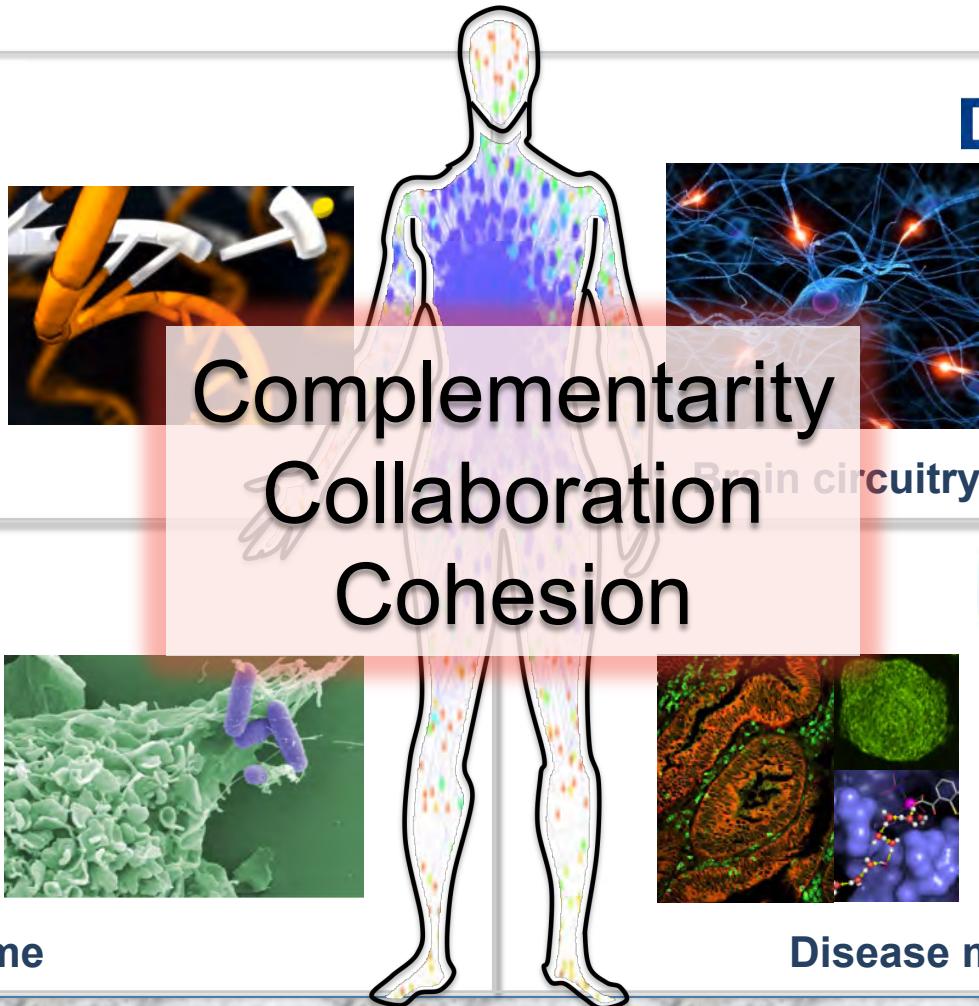
Institute for Molecular
Medicine Finland
University of Helsinki

Human genomics &
systems medicine



Molecular Infection
Medicine Sweden
Umeå University

Infection, microbiome



Molecular and cellular biology
European infrastructures for
lifesciences



International recruitment & brand,
term-limited appointments,
reviews and excellence

NCMM Research Groups



Erlend Nagelhus



Ian G. Mills



J. Preben Morth



Antoni Hurtado



Judith Staerk



Kjetil Taskén



NCMM Founding Partners



Stefan Kraussc



M. Amiry-Moghaddam



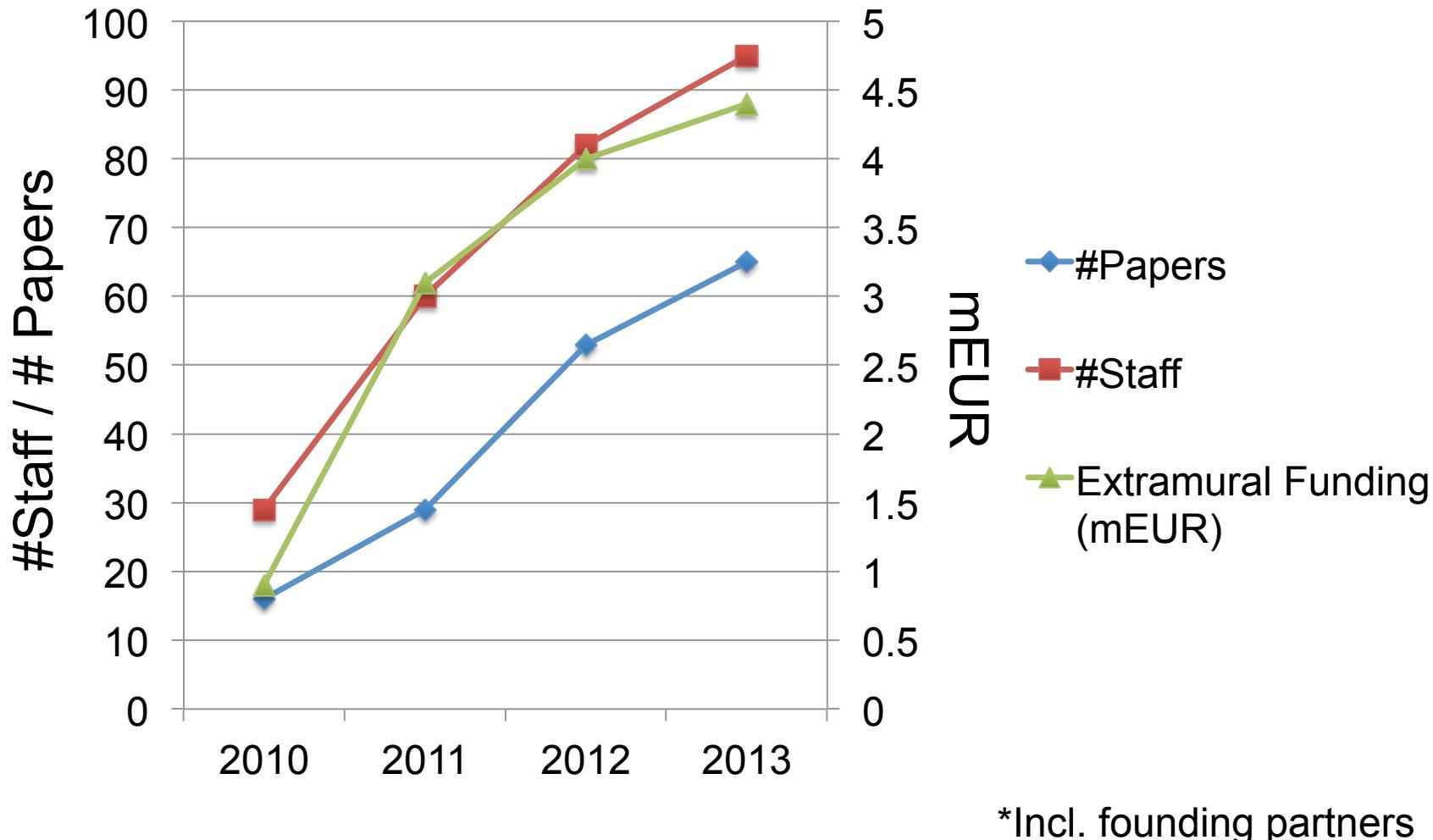
NCMM Associate Investigators

- **Lars Akslen:** University of Bergen and Centre for Cancer Biomarkers
- **Ole A. Andreassen:** KG Jebsen Centre for Psychosis Research
- **Rolf Bjerkvig:** University of Bergen and Centre de Recherche Public de la Santé, Luxembourg
- **Bjarne Bogen:** Centre for Immune Regulation and University of Oslo
- **Anne-Lise Børresen-Dale:** KG Jebsen Centre for Breast Cancer Research
- **Geir Christensen:** Oslo University Hospital and University of Oslo
- **Arne Klungland:** Oslo University Hospital and University of Oslo
- **Per E. Lønning:** University of Bergen and Haukeland University Hospital
- **Pål Njølstad:** KG Jebsen Centre for Diabetes Research, University of Bergen
- **Ole P. Rekvig:** University of Tromsø
- **Helga Salvesen:** University of Bergen and Haukeland University Hospital
- **Vidar Steen:** University of Bergen and KG Jebsen Centre for Psychosis Research

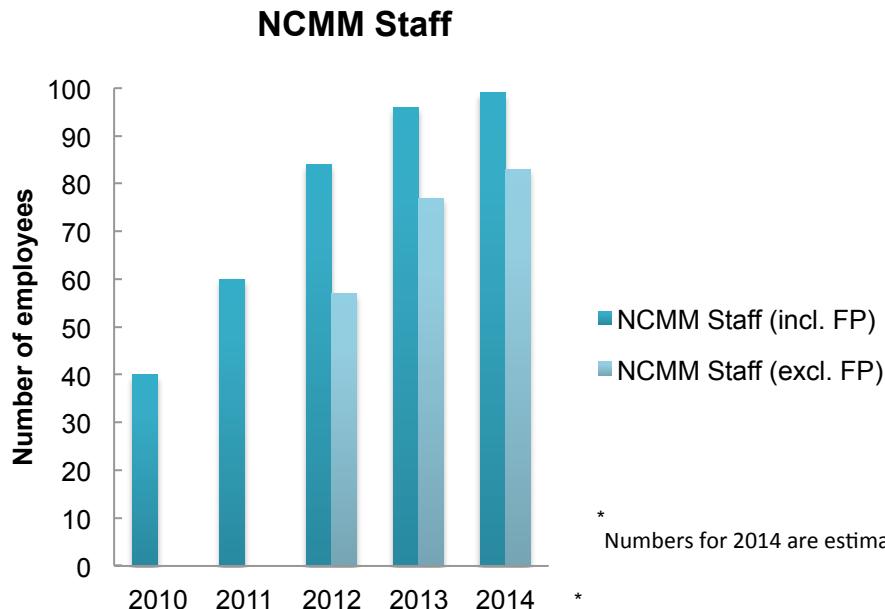
NCMM Young Associate Investigators

- **New mechanism offered to universities/university hospitals hiring young Pls – first 2 at UiT / HNN**
- **Lorena Aranz**
- **Sören Abel**

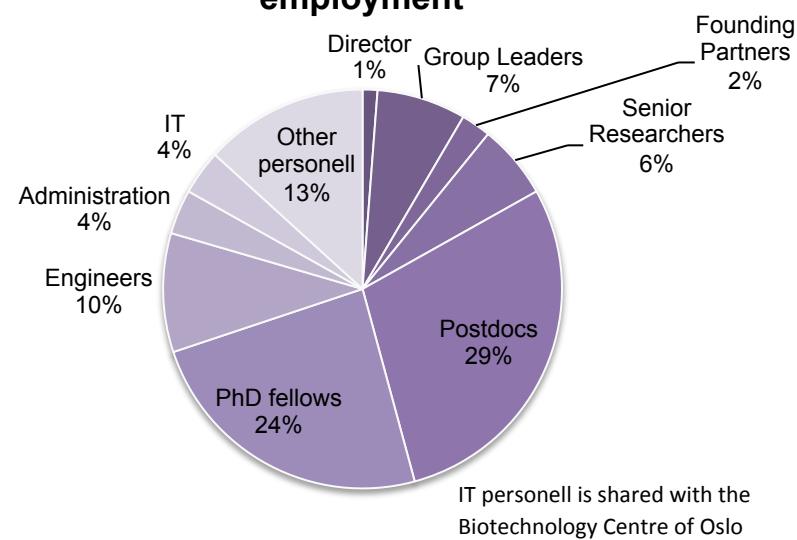
NCMM output and growth



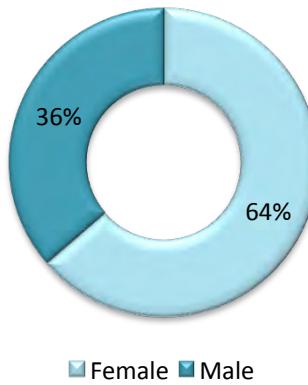
NCMM Staff 2013



NCMM Staff according to type of employment



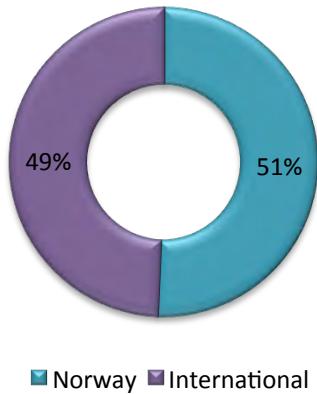
NCMM Staff: Gender Balance



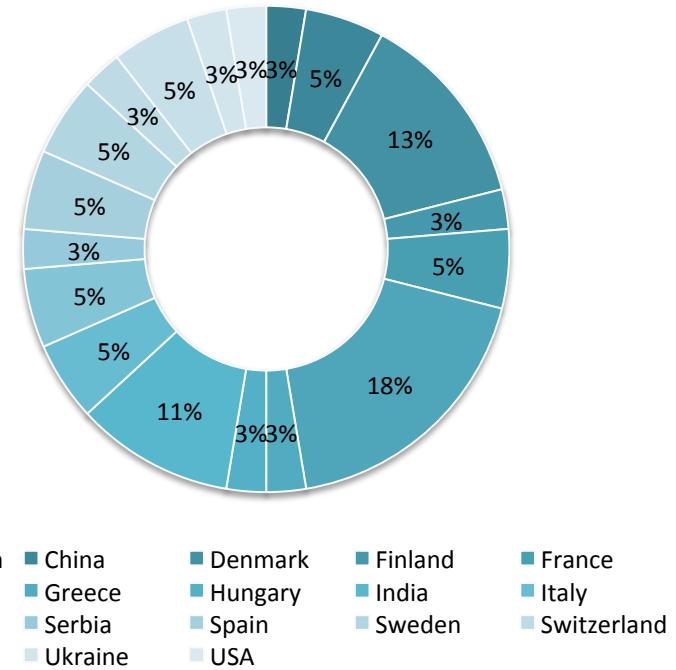
NCMM Staff excl. Founding Partners

NCMM Staff 2014

NCMM International Staff



NCMM International Staff Distribution



- NCMM (excl. Founding Partners) has employees from 18 countries and a foreign staff of 50% (plus some nationalized among the Norwegian staff).

Collaboration network



Nordic EMBL
Partnership



Akslen

Salvesen

Børresen-
Dale

Natl.

Tasken

Rekvig

Staerk

Amiry-
Moghaddam

Bjerknes

Industry

Klungland

Hurtado

Krauss

Christensen

EMBL



Bogen

Morth

Mills

Lønning

Nagelhus

Njølstad

Internat.

Andreassen

Steen

BiO / NCMM SWOT analysis (self-evaluation for Research Council of Norway Evaluation of Norwegian Life Science)

› Strengths

- Dynamic & flexible
- High-risk & provocative
- International

› Opportunities

- Attract top talent on international arena
- Start new areas and act as spear-head strategically
- Build networks

› Weaknesses

- Broad scope
- Size
- Lag in publication and other outputs

› Threats

- Loss of competence
- Long time to reach full potential
- Outside Faculty strategies

Evaluation of biology, medicine and health research in Norway (2012):

International evaluation panel strong support to the rationale for establishing NCMM and stated that "**the concept is excellent and could be a blueprint for other initiatives in Norway to overcome problems with recruiting young staff..**". The panel went on to conclude that "**..this Programme has serious merit and it is important that it is seen as a way forward.**"

Inkubator og “drivhus” for unge gruppeledere – utfordringer og gevinster for arbeidsmiljøet

- › Motto: “*Excellence elsewhere – possibility to excel at UiO*”
- › Hver skal utvikle seg best mulig utifra sine forutsetninger
- › Konkuransedyktige arbeidsvilkår
- › Mulighet for å bygge opp en uavhengig forskningsgruppe – infrastruktur, administrativ støtte, plass, instrumentering
- › 5+5 år – klart definerte forventninger og kriterier for videreføring
- › Strukturerte elementer for muliggjøring:
 - Mentoring
 - Faglig tilbakemelding og sammenligning
 - Hjelp med søknader for ekstern finansiering
 - Ledertrening
 - Allianser med andre avdelinger rundt hver enkelt

Inkubator og “drivhus” for unge gruppeledere - utfordringer og gevinster for arbeidsmiljøet

- › Kvalitet & produktivitet,
- › Internasjonalt miljø, tverrfaglig, bred kompetanse
- › Internasjonale ledere gir mer internasjonal rekruttering på andre nivåer – attraktivitet, kompetanse i organisasjonen
- › Givende men også krevende for organisasjonen / administrasjonen: immigrasjon, tilrettelegging, trivsel, partner, mentoring, evaluering, opplæring i norsk arbeidsmiljø osv
- › Arb.språk engelsk: Kommunikasjon - sensitivitet for hva mottager oppfatter og formidling av nyanser
- › Sensitivitet for kulturforskjeller / kulturbakgrunn

Internasjonal rekruttering på ulike nivåer i organisasjonen

- › Gruppeledere, egen prosess, tempo viktig, se påflg
- › Postdoc, stipendiater – legger ut utlysninger på EMBLs hjemmesider, en rekke andre web-sites, spres bredt
 - Mange internasjonale søkeres
 - Siling, prosessering viktig, trekke inn ulik kompetanse i senteret mhp å lese internasjonale CVs
 - Bruker “kompetent intervjudpanel”
 - Skype intervjuer først, siler, før on-site intervjuer
 - innsalg
- › Admin. Og teknisk stab – mer lokale søkeres, men gjerne også internasjonalt – ønsker kompetanse og mangfold

Synlighet (inkl web-site) – viktig for rekruttering



Hele bilaget er en annonse for Forskningsparken AS



Bioteknologien i Oslo skal være en spennende, innovativ og etisk forskningsmiljø, der prioritiserer teknologi
UiO-senter i Forskningsparken
Kommunikasjonsekspertene

BIO THE **CUTTING** EDGE OF CELL **SIGNALLING**

The Biotechnology Centre of Oslo (BiO; www.bioteck.uio.no) is a centre for molecular biology, biotechnology and bioinformatics within the University of Oslo, devoted to research and post-graduate training. BiO is aiming to be a competitive, excellent and internationally recognized centre in functional genomics. We started reorganizing the centre in the autumn of 2003 and are in the process of starting up new groups with international group leaders. Over a period of five to six years we shall have 7-8 new internationally recruited research groups (approx 100 people).

Technological research areas will include proteomics and bioinformatics, molecular and cell biology, molecular imaging and biotechnology. The groups in the centre will have an overall common research focus on various aspects of Cell Signalling and Cellular Communication.

Cellular signalling is inherent to multicellular life. It allows the multitude of processes in individual cells to proceed in a coordinated fashion to the benefit of the organism. In the human body, logistic signals travel between cells. At the cell border (membrane), signals are transduced and travel further into the cell interior, where they integrate with other signals and regulate cellular functions. The central role of cellular signalling is clearly exposed in the full draft of the human genome which reveals that more than 20% of our 25,000 genes are involved in signalling at some level. Furthermore, signalling molecules are often perturbed in disease and are major targets for drug developments.

We have a vision: To be one of the leading European centres in research on cell signalling. We will engage scientists with a top international profile in their fields, and we want to be recognized as a top global player. We have the courage to strive to be excellent, the generosity to share and the enjoyment of working in an enthusiastic and dynamic top-of-the-field research environment. We hope that you will look to us for collaboration, interaction and employment in the future.

Hiring of young internationally recruited Group Leaders according to the EMBL model

- › Joint recruitments (NCMM/FIMM/MIMS) / EMBL marketing of call
- › Committee: EMBL appointees (Heads of Units), Partnership Institute senior members, external members
- › Process:
 - Committee appointment and timeline negotiations
 - Call deadline
 - Information to applicants on tentative interview date
 - Committee scoring (sheet)
 - Committee phone conf. on invitees for interview (3 wks after call closes)
 - Draft statements on candidates
 - Interviews (4-6 weeks after call) & and completion of ranking and statement (in mtg / just after mtg)
 - Release of statement (6 weeks, natl. requirement: 2 wks to comment)
 - Site visit candidates
 - Board decision (8-10 weeks)
 - Contract and offer (10-12 weeks after call)
 - Second site visit w/spouse, presentation of offer & negotiation, group budgeting, slab space, housing, budgeting private economy/taxation, schools & kindergarder, other issues wrt attractiveness of Oslo, candidate needs etc

What have we learnt with respect to recruitment of young group leaders that may have wider relevance?

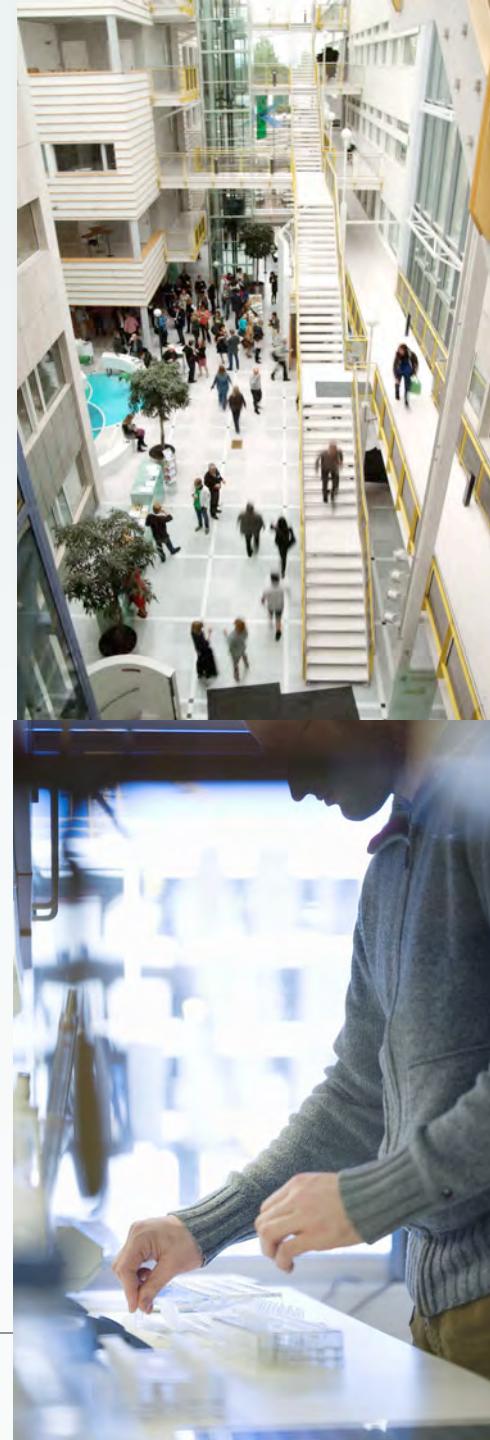
- › What terms are competitive on a European arena
- › Visibility important
- › Recruitment must proceed rapidly (score on transparency)
- › “Sale” of environment/institute important
- › Criteria for renewal needs to be set out early
- › Significant need for mentoring and benchmarking
- › Takes five years before relevant to evaluate
- › Important to plan recruitment and exit in coordination with UiO and relevant Faculties and Departments
- › International recruitment at this level leads to more international recruitment at the level of the research groups

Konkurransemiljø versus ivaretagende miljø

- › Inkubator for unge gruppeledere
 - Kompetitivt
 - Prestasjonsorientert
 - Midlertidighet
 - Muliggjørende tiltak
- › PhD og postdoc
 - Kompetitivt, mange flinke, kan være immobiliserende på noen
 - Gjelder å se alle, bidra til at alle får en suksess utifra sine forutsetninger
 - Plukke opp de som trenger støtte, mellomledd til norsk system, mer veiledning

Møter mellom praksis ved internasjonale forskningsinstitusjoner og norsk regulering av arbeidsmiljøet

- › Norske regulatoriske forhold mhp laboratorievirksomhet og HMS
- › Arbeidstid / arbeidsinnsats
- › Fokus
- › Oppsiglighet / oppsigelsesvern
- › Ferieavvikling
- › Anekdoter: “Sommerferie i desember”, 17.mai / skidag osv



Godt arbeidsmiljø i en tverrfaglig, internasjonal setting

- › Tydelig lederskap
- › Tydelig kommunikasjon
- › Tydelige forventinger og rollebeskrivelser
- › Identifikasjon med felles mål
- › Sensitivitet for kulturforskjeller, fremmedspråkighet mv
- › Sensitivitet for konkurransemiljø vs å ivareta arbeidstakerne



Centre for Molecular Medicine Norway

Nordic EMBL Partnership for Molecular Medicine

From Disease Mechanisms to Clinical Practice