Norway
- ARCTIC UNIVERSITY OF NORWAY
- MET NORWAY
- NANSEN ENVIRONMENTAL AND REMOTE SENSING CENTER
- NORWEGIAN INSTITUTE FOR NATURE RESEARCH
- NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY
- UNI RESEARCH KLIMA
- UNINETT SIGMA2
- UNIVERSITY OF BERGEN
- UNIVERSITY OF OSLO

Finland
- CSC - IT CENTER FOR SCIENCE LTD
- FINNISH METEOROLOGICAL INSTITUTE
- FINNISH MUSEUM OF NATURAL HISTORY
- INSTITUTE FOR MOLECULAR MEDICINE, FINLAND
- UNIVERSITY OF HELSINKI
- UNIVERSITY OF TURKU

Iceland
- ICELANDIC INSTITUTE OF NATURAL HISTORY
- RHNET
- UNIVERSITY OF ICELAND

NORDFORSK Legal entity
- NEIC
  Director and administrative coordinator

Estonia
- ETAIS
- UNIVERSITY OF TARTU

Denmark
- AARHUS UNIVERSITY
- DANISH METEOROLOGICAL INSTITUTE
- DANISH E-INFRASTRUCTURE COOPERATION (DEIC)
- IT UNIVERSITY OF COPENHAGEN
- STATENS SÆRUM INSTITUT
- TECHNICAL UNIVERSITY OF DENMARK
- UNIVERSITY OF COPENHAGEN
- UNIVERSITY OF SOUTHERN DENMARK

Sweden
- ARTDATABANKEN, SWEDISH UNIVERSITY OF AGRICULTURE
- GÖTEBORG UNIVERSITY
- HPC2N, UNIVERSITY OF UMEÅ
- LUND UNIVERSITY
- NATIONAL BIOINFORMATICS INFRASTRUCTURE
- SWEDEN NATIONAL SUPERCOMPUTING CENTRE (NSC), UNIVERSITY OF LINKÖPING
- ROYAL INSTITUTE OF TECHNOLOGY (KTH)
- SWEDISH NATIONAL INFRASTRUCTURE FOR COMPUTING (SNIC)
- SWEDISH METEOROLOGICAL AND HYDROLOGICAL INSTITUTE UPPSALA UNIVERSITY

neic

NORDIC E-INFRASTRUCTURE COLLABORATION

Digital Infrastructure for Nordic Research Excellence

"Together the Nordic countries are **tackling e-infra challenges** beyond individual national capabilities"

- Since 2012 as part of NordForsk
- Professional project steering methods (Tieto PPS)
- Annual open calls for collaboration projects
- 2020-2025 NeIC strategy
- 2019 Budget: 8M€

Some projects and their partners:

- **Nordic Tier-1 (aka NDGF)**
- **Tryggve (2)**
- **CodeRefinery (2)**
- **Glenna (2), iOBS**
- **DeepDive**
- **EISCAT 3D (Data) Support**

dCache.org

ARC

WLCG
Worldwide LHC Computing Grid

eliXir

THE CARPENTRIES

PhenoMeNal
Large-Scale Computing for Medical Metabolomics

Norwegian Meteorological Institute

MetCoOp

SMHI

FMI

ECMWF

LifeWatch ERIC

EISCAT SCIENTIFIC ASSOCIATION

3D

EISCAT

Iceland

RHnet

Sweden

Finland

CSC

UNINETT

Sigma2

Norway

SNIC

Estonia

Estonian Scientific Computing Infrastructure

Denmark

DeiC

United Kingdom

Ireland

The Netherlands

Belgium

Germany

France

Switzerland

Austria

Czech Republic

Slovakia

Hungary

Poland

Belarus

Ukraine

Moldova

Romania

Croatia

Serbia

Latvia

Lithuania

NeIC workforce distribution 2018

Meet your colleagues

Leadership
Project Steering
Admin coordination
Strategy
Funding and Impacts
Open science & eScience

Board

Executive Team (XT)

Committees/Working Groups

Provider Forum
Pooling Competences
Data Management

NLCG Cmte	Glenna2 SG	Code-Refinery2 SG	Tryggve2 SG	Dellingr SG	NLPL SG	NICEST SG	DeepDive SG	E3DDS SG	iOBS SG
NT1 Ops	Glenna2 Project	Code-Refinery2 Project	Tryggve2 Project	Dellingr Project	NLPL Project	NICEST Project	DeepDive Project	E3DDS Project	iOBS Project

Nordic Tier-1   Nordic Cloud   Scientific Software   Sensitive Data   Resource Exchange and Sharing

Michaela Barth caela@kth.se

Meet your colleagues

- **CodeRefinery**

CodeRefinery is working with students, researchers, Research Software Engineers from all disciplines and national e-infrastructure partners to advance FAIRness of Software management and development practices so that research groups can collaboratively develop, review, discuss, test, share and reuse their codes.

- **iOBS**

The iOBS initiative will accommodate an increasing amount and diversity of observation data used as input into the weather models, and provide a system of data pooling and merging harmonised across the participating national meteorological institutes.

- **Tryggve**

Tryggve is a Nordic collaboration for sensitive data. Tryggve develops and facilitates access to secure e-infrastructure for sensitive data, suitable for hosting large-scale cross-border biomedical research studies.

Meet your colleagues

- **Nordic Tier 1 (NT1)**

The Nordic distributed tier-1 facility for the worldwide computing grid serving the large hadron collider at CERN. NT1 is one of 14 regional computing centres of the Worldwide LHC Computing Grid – the huge international e-infrastructure built to provide computing and storage for the CERN.
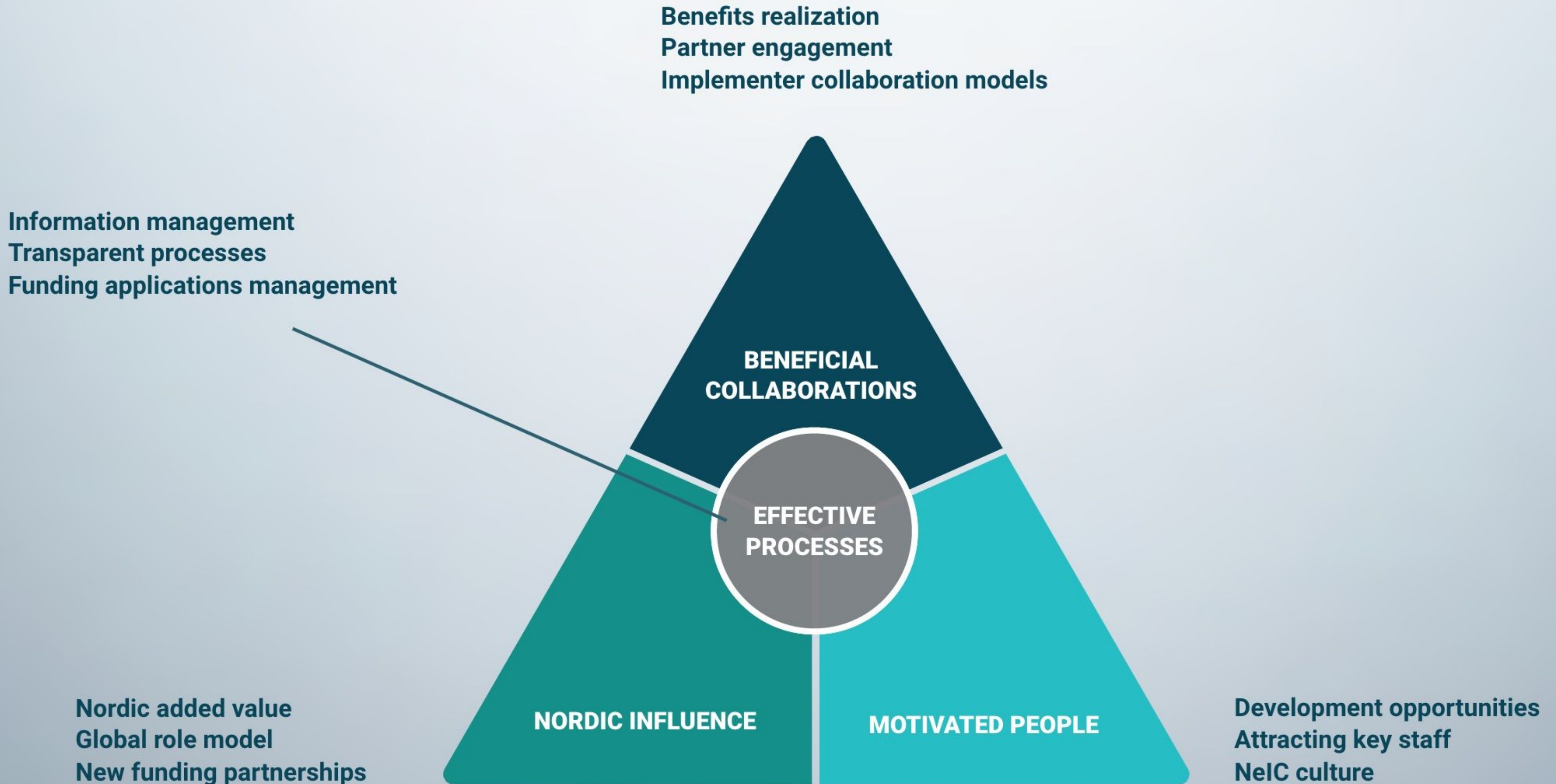
- **EOSC-Nordic**

EOSC-Nordic is an EU funded project which includes 24 partners and is coordinated by NeIC. EOSC-Nordic aims to facilitate the coordination of EOSC (European Open Science Cloud) relevant initiatives within the Nordic and Baltic countries and exploit synergies to achieve greater harmonisation across these countries. By doing so, the project seeks to establish the Nordic and Baltic countries as frontrunners in the take-up of the EOSC concept, principles and approach.

NEIC STRATEGY 2020-2025

NeIC is a global role model for cross-border distributed and sustainable e-infrastructure collaborations

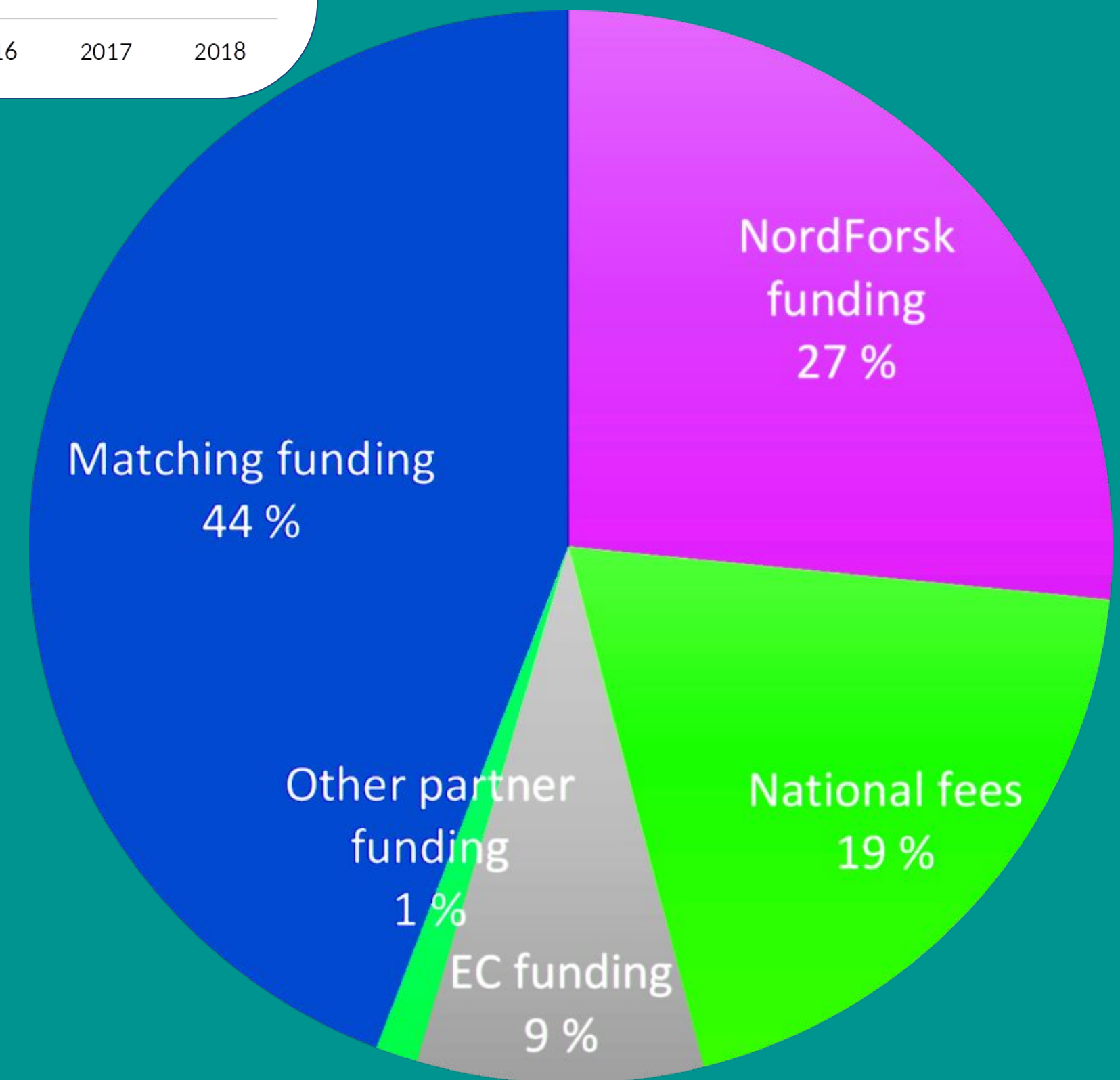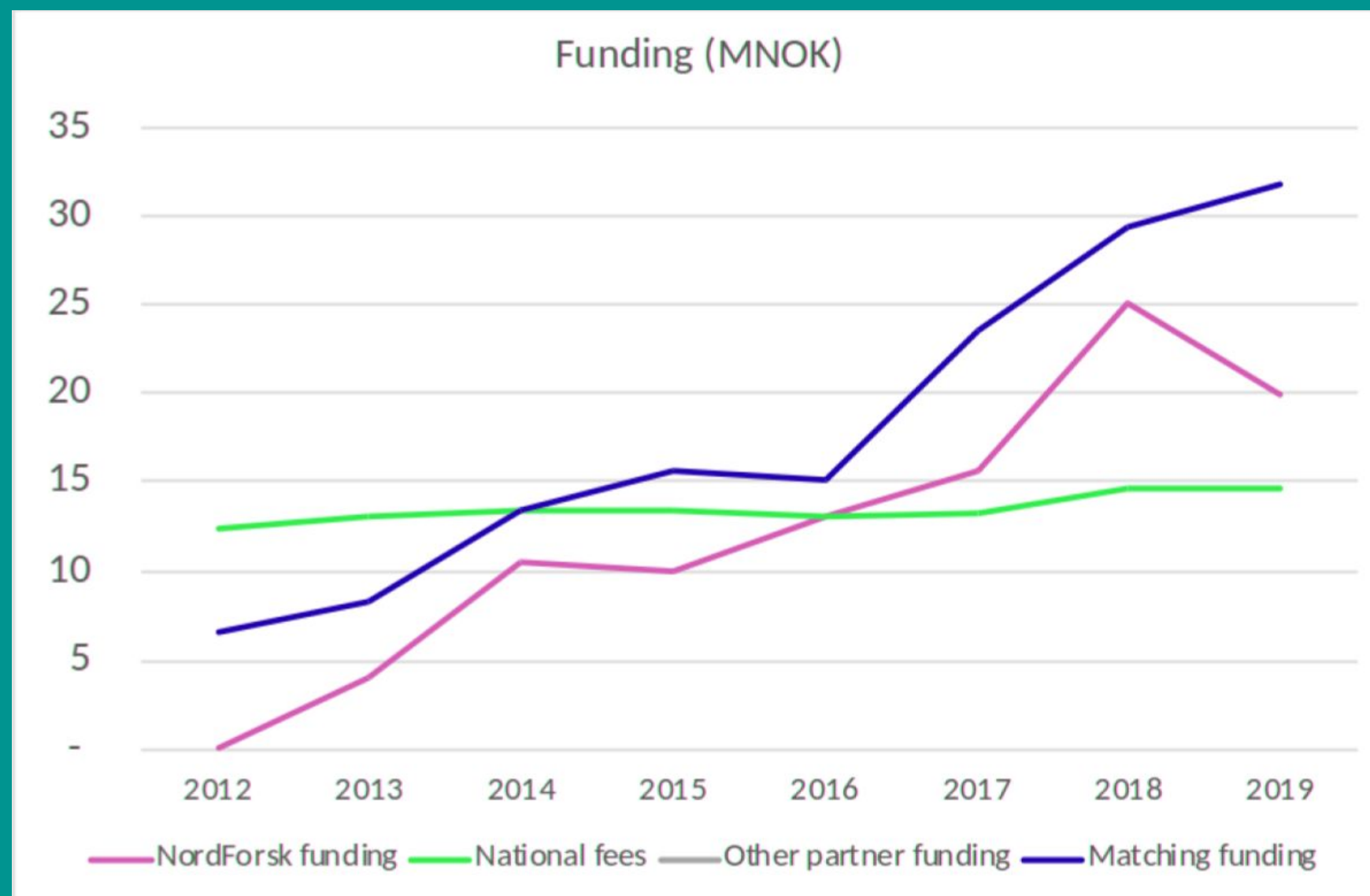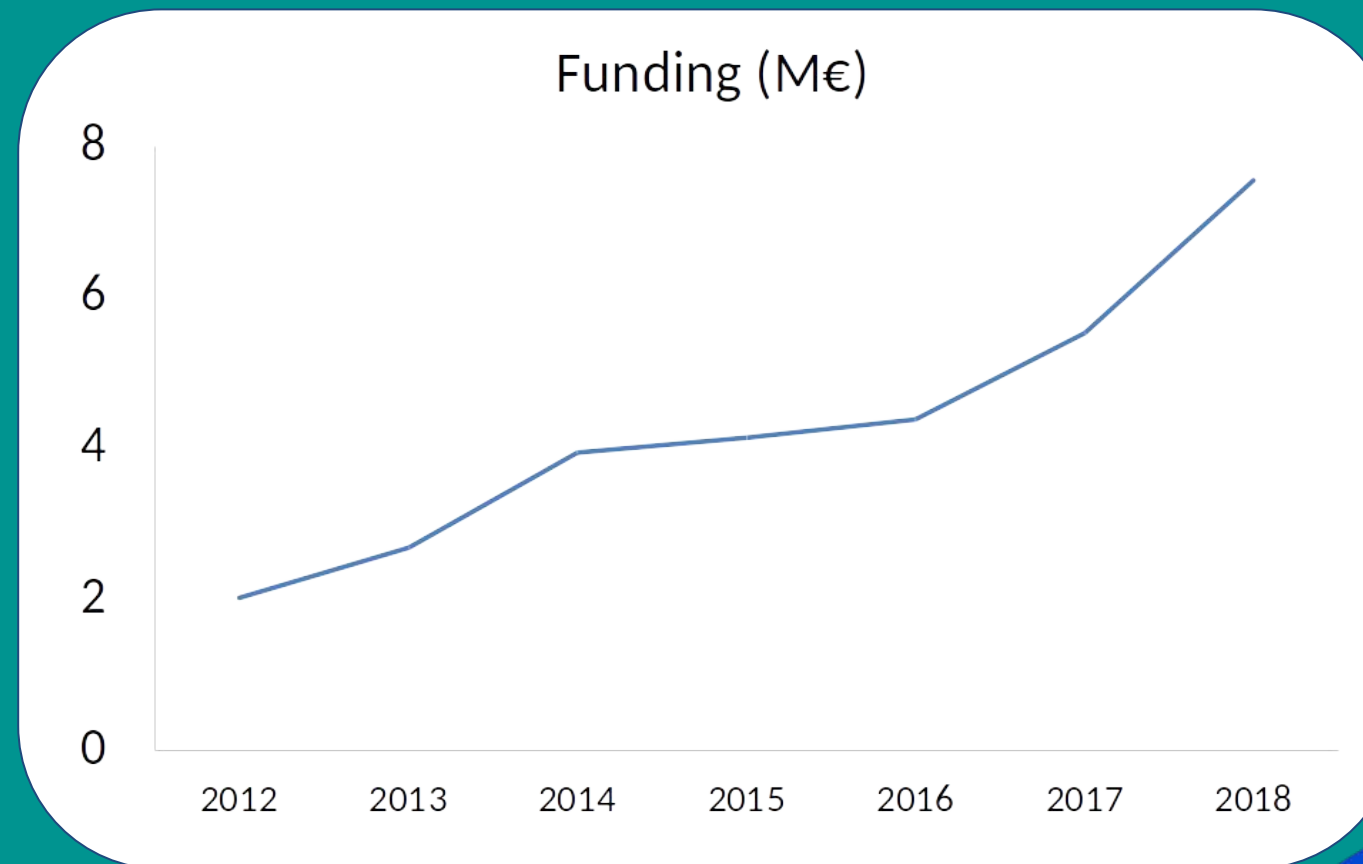DIGITAL INFRASTRUCTURE FOR NORDIC RESEARCH EXCELLENCE

Benefits realization
Partner engagement
Implementer collaboration models

Information management
Transparent processes
Funding applications management

BENEFICIAL COLLABORATIONS

EFFECTIVE PROCESSES

NORDIC INFLUENCE

MOTIVATED PEOPLE

Nordic added value
Global role model
New funding partnerships

Development opportunities
Attracting key staff
NeIC culture

NeIC core values

The core values governing all of NeIC's activities are:

- NeIC services and development are motivated by providing **added value to Nordic research**.

- NeIC **shares knowledge and develops competence** on advanced e-infrastructure solutions.

- NeIC works in **open and transparent ways** to be a **trustworthy partner**.

- NeIC strives to **improve continuously** in what we do.

NeIC Funding

Funding (M€)

2019 Budget: 8 M€

- **NordForsk**: collaboration agreement
- **Members:** Joint funding proposals (MoU until 2023)
- **Co-funding** (not restricted to 50%; 'finding sweet spot of collaboration')
- **European** funding: EOSC-Nordic

Funding (MNOK)

Matching funding 44 %

NordForsk funding 27 %

National fees 19 %

Other partner funding 1 %

EC funding 9 %

2019: 8 M€ (including co-funding)

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Practical Project Steering (PPS)

PPS shows what is to be done, how it should be done and who is responsible for what.

Some key roles and what they mean:

Project Owner: Sits in the NeIC Executive Team. Initiates and secures financing of a project. Throughout the project the Project Owner works with the Project Manager to ensure that the project achieves good results and gives support in order to ensure that the project is able to produce the planned outcomes.

Steering Group: Often the Steering Group is made up of one person from each of the partners. The Steering Group is a decision making body which makes decisions related to the project's objective to achieve the envisaged outcomes.

Project Manager: The project management ultimately leads the project work towards agreed deliveries and successful completion.

Staff: Produces the results

The PPS model for project steering describes the three phases of a project; preparation, execution and conclusion. The phases are supplemented by Decision Points at which the steering group makes decisions.

Practical Project Steering (PPS)

Evaluation → Preparation → Execution → Conclusion → Sustaining Benefits

Phases of the Project Life Cycle

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Starting a project: Evaluation phase close-up

Evaluation phase is characterized by **discussions**, Project Directive development and **identification of benefits**
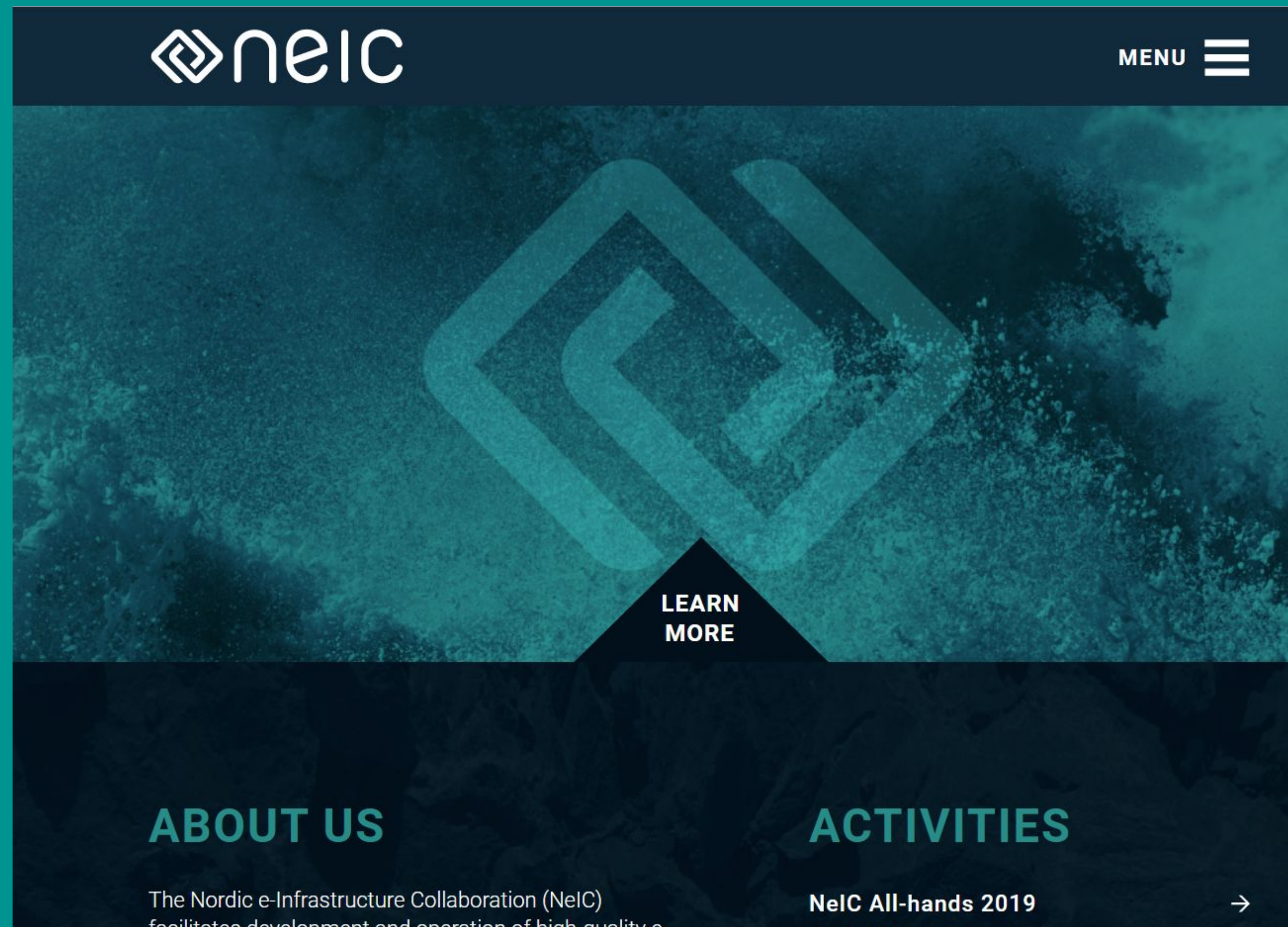

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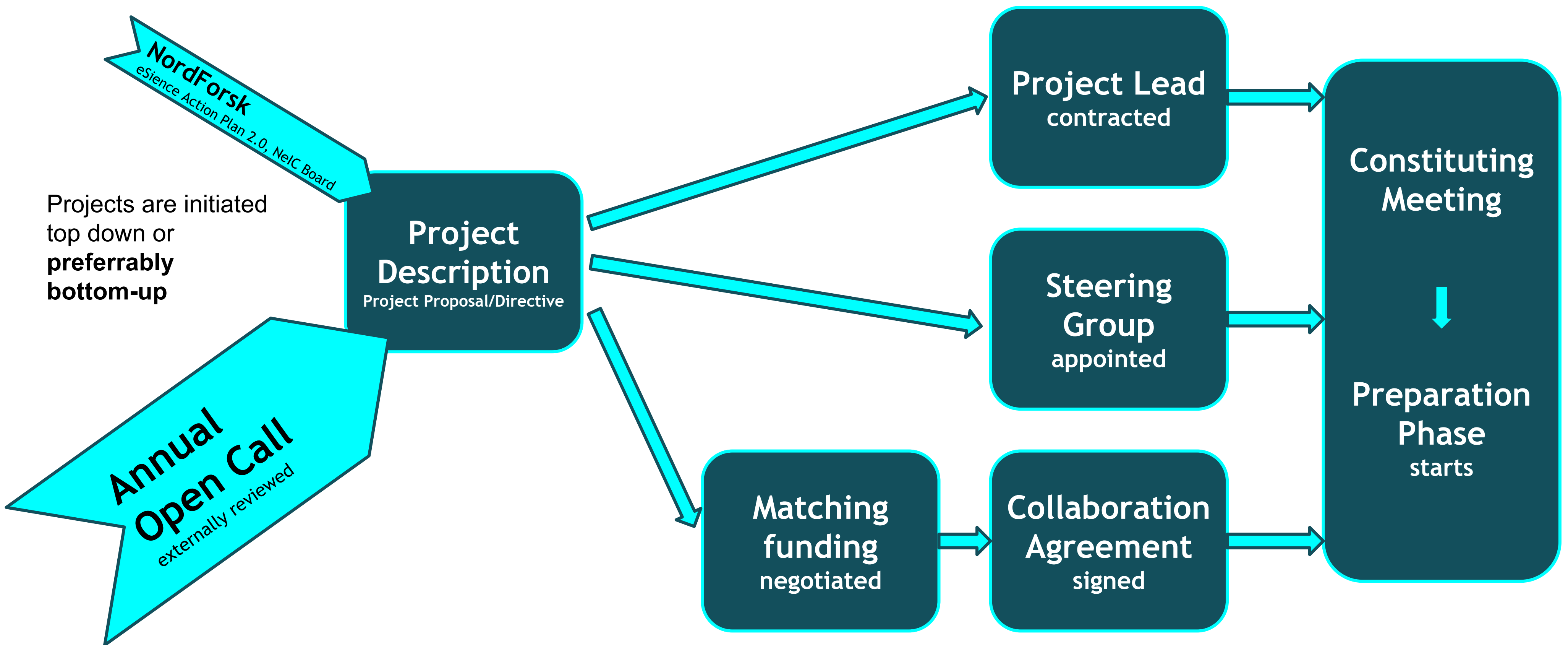
NeIC Communications tools

Website (www.neic.no):

Our outward facing communication tool.

The (static) NeIC poster.

The Project Managers are responsible to keep their sections up to date

linked to **NeIC event calendar**

NeIC Communications tools
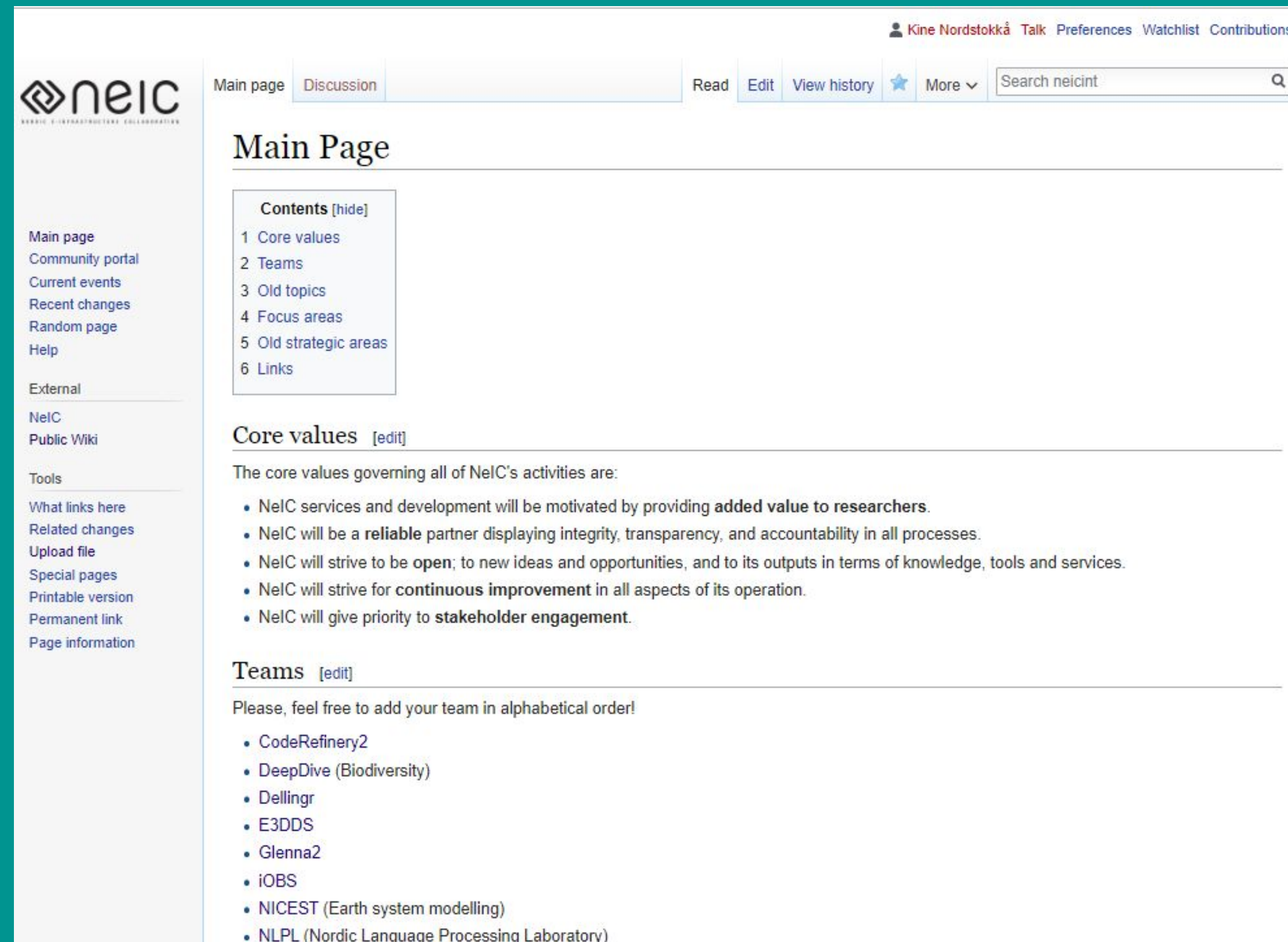
The NeIC wiki (wiki.neic.no)

Our dynamic information tool, is updated regularly.

NeIC openness policy: meeting minutes.

Internal and external wiki.

The Project Manager is responsible to keep project wiki up to date.
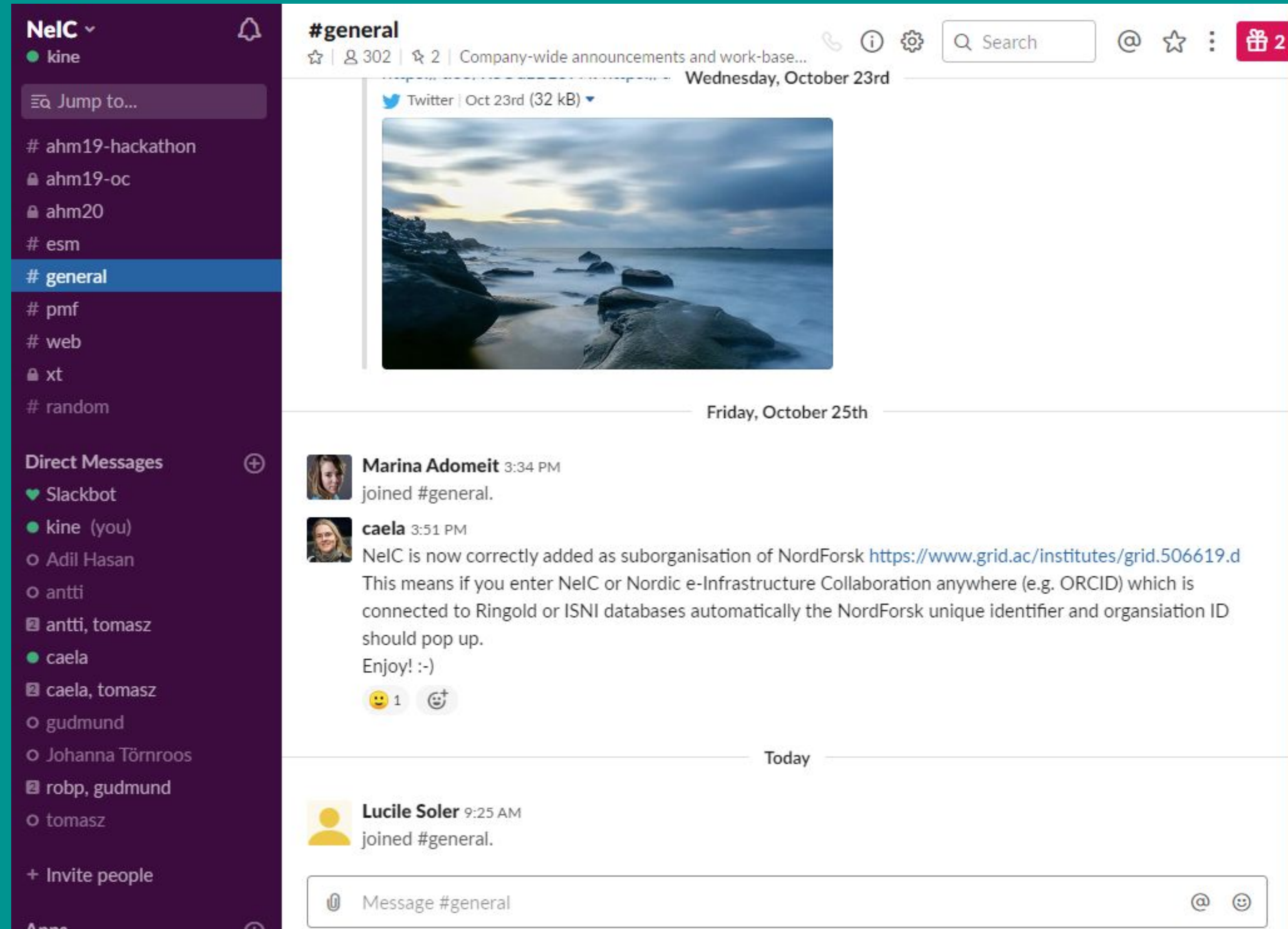
NeIC Communications tools

Slack

'The virtual watercooler'

The place for quick questions and quick responses.

Not the place for asking about larger tasks and assignments.

All NeIC projects have a Slack channel for project-wide discussions.

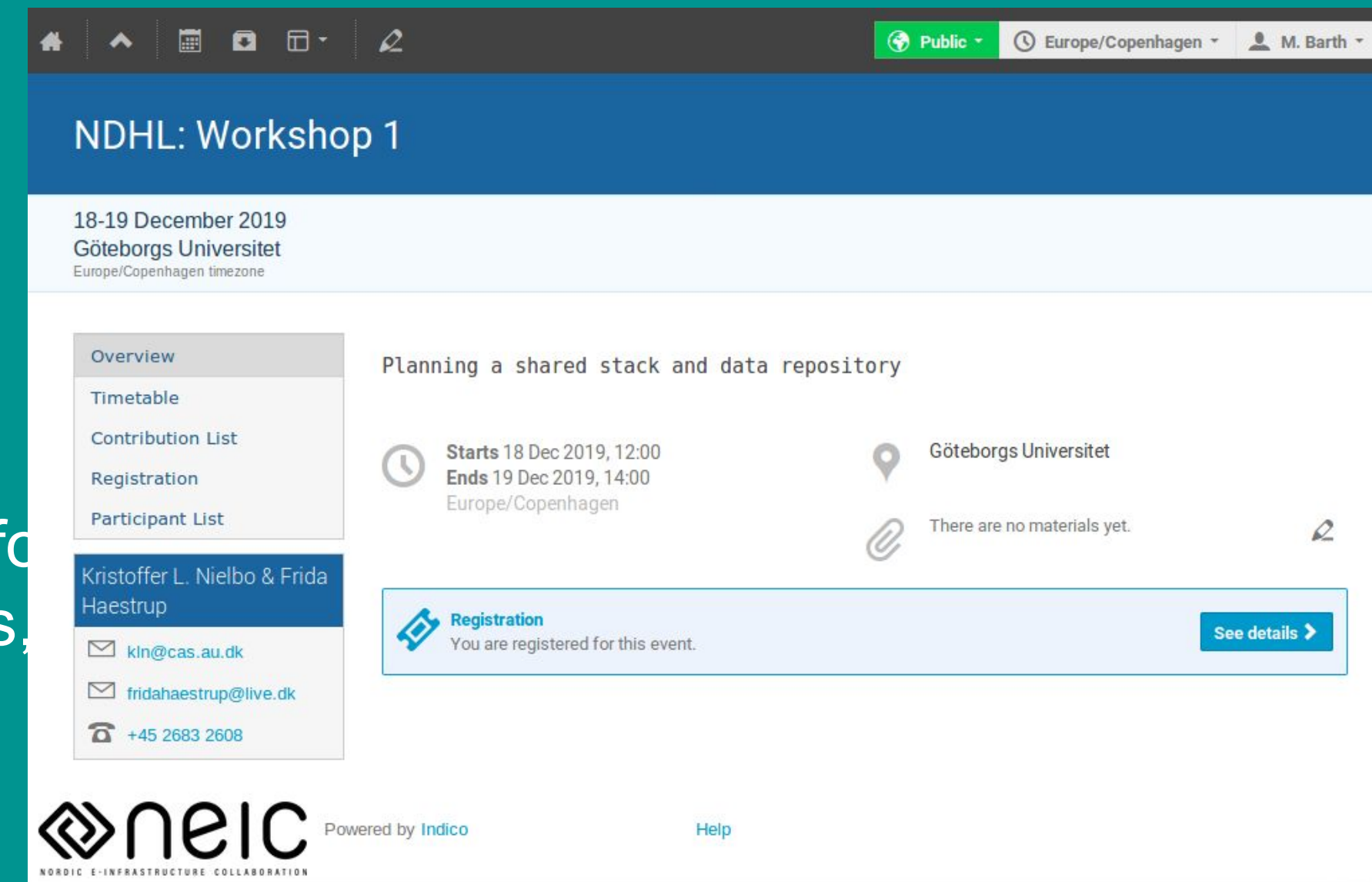PMs give access to their team members.

NeIC Communications tools

Indico (indico.neic.no)

NeIC's event management system. You can use this system for creating event and registration pages for workshops, trainings, project related meetings and other events. Minutes and documents can be attached.

GitLab (coderefinery.org/repository) (source.coderefinery.org)

Open for everyone within Nordic research, not NeIC specific. It is a private version of GitHub and can also be used as issue tracker (replacing Bugzilla, redmine, Jira, RT or Trello).
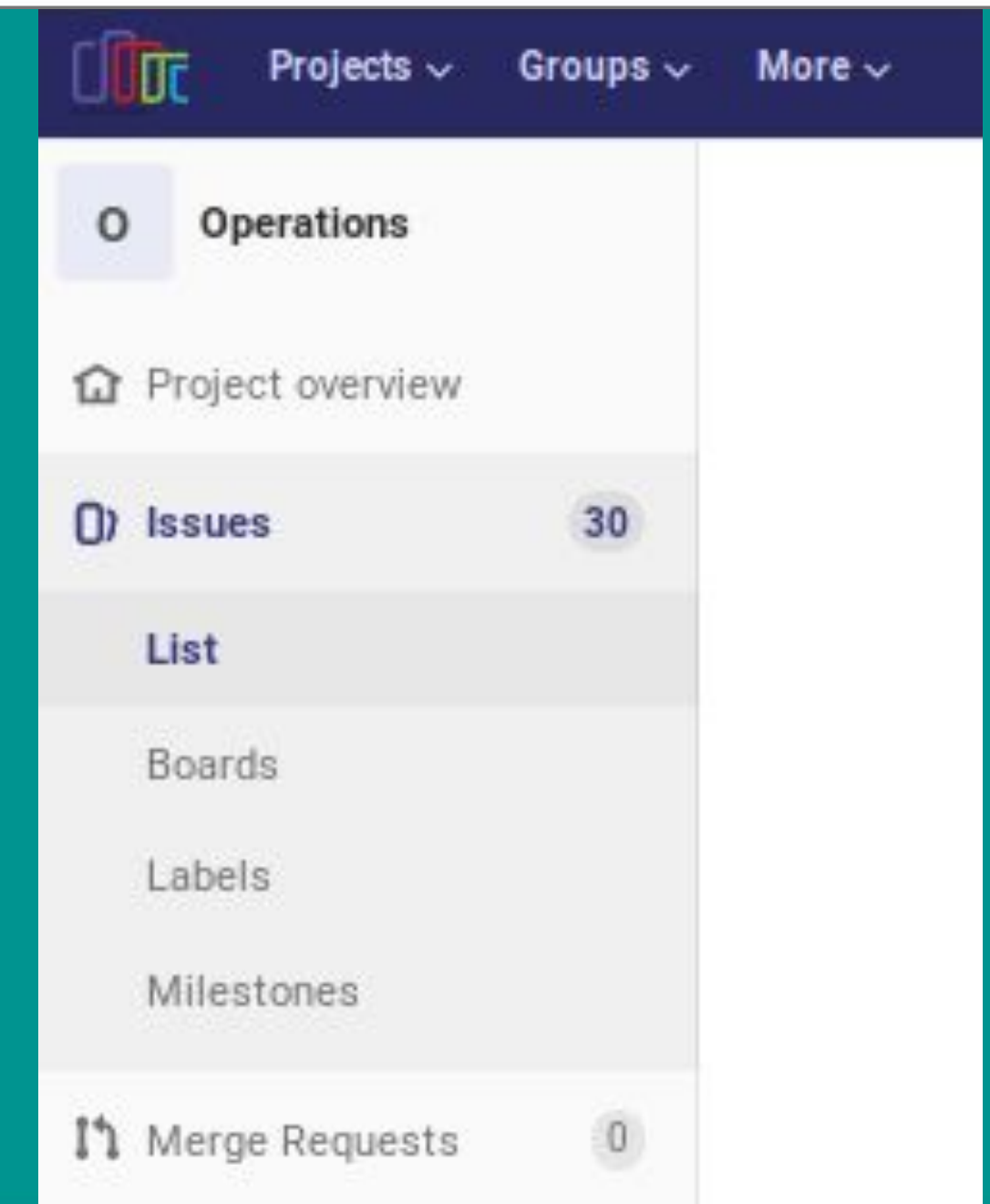
Zoom for video conferencing (recommendation)

Dial-in via Phone, SIP, Skype f.B., H.323
NDHL dedicated zoom room:
https://kth-se.zoom.us/j/600298275

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Distributed work culture

Distributed work culture

Teams that meet face to face at the beginning of the project and periodically throughout the project:

- Find that lack of face-to-face contact is less of a challenge than those who don't.

- Are more effective.

Bottom line: face-to-face meetings may be an investment, but they're an investment that pays off.

(Virtual Team Success, Derosa and Lepsinger)

Annual All Hands Meetings

- A chance for people working in NeIC to connect and learn from each other across projects.
- Project meetings
- Building skills
- Social activities with your colleagues
- Part of the project budget – all project personnel to join.

NeIC conferences

- The NeIC conferences are organised biannually bringing together around 230 experts, researchers, policy makers, funders and national e-infrastructure providers from the Nordics and beyond.
- The aim is to create an opportunity for people in the e-infrastructure field to connect and collaborate with colleagues across the Nordics and to enable them to share knowledge and expertise.
- Participation for staff covered by project budget after approval from Project Manager.
- Upcoming NeIC2021 in Iceland

Distributed work culture

Although face-to-face meetings are important to establish a good work culture where people know and can easily support each other, the main bulk of project communications happens virtually.

- Slack (a quick and easy way to reach out to your colleagues)
- Regular virtual project meetings (frequency set by the project)

In 2018 people working in NeIC sent 72500 messages over Slack (225 users). More than 450 video meetings were registered. In 2019: 308 users

It should always be easy for people to reach out to one another even if we are not in the same office.

Distributed work culture

Documentation

Because we are working distributed it is important to document project activity on the NeIC wiki.

Documentation guidelines:
- All meeting minutes should be posted as soon as possible after the meeting, the latest 2 weeks after (project meetings, Steering Group minutes, management team minutes).
- Should include a list of people 'attending' and 'not attending'.

This gives us an indication over how the collaboration is working, and activity level of the partners in the project. It is also an important part of NeIC openess policy.

What is it like to work for NeIC?

In order to give our new members of staff insight into how it is really like to work in NeIC, we talked to four NeIC'ers from across various projects, roles and countries about their experiences working in NeIC.

Read the NeIC-culture interviews: https://wiki.neic.no/wiki/NeIC_culture

What is it like to work for NeIC?

" The most successful distributed network I have ever worked in."

"NeIC's head office is in central Oslo, but I wasn't there very often. Instead, I continued to work from my office two or three kilometres away at the University of Oslo, cooperating closely with colleagues located in other Nordic countries. I have never experienced a distributed environment that worked that well before, and it was a delight. Day-to-day communications were primarily via chat, but we also had an annual all-hands meeting as well as three or four physical meetings with all partners during the year on top of that. We met one another fairly often at conferences as well. "

"It was also interesting to see that it worked perfectly fine to get to know others in this way. After a while you start to feel that it's almost more productive to reach out by chat than to walk over to a colleague's office three doors down the same corridor."

"I have been sitting in my own office working for different clients, all the while collaborating with international researchers abroad as successfully as if we were all in the same office. The great thing about distributed workplaces that are truly effective is that you can go anywhere without having to travel."

What is it like to work for NeIC?

"I see NeIC as an incubator where we can develop and test innovative IT services and applications before they are taken further to the European and international level. The Nordic region seems to have the ideal size and culture for innovations in a distributed workspace."

"Most of my colleagues are not sitting close to me, but the communication between us is nevertheless very good. And the level of friendship is very high. Most of the daily communication goes via chat, but it is of course very nice to meet each other in person from time to time. The personal contact is probably just as good as in a non-distributed environment,"

"The way we work sometimes feels like we are sitting in the kitchen talking to each other, only that this system is more effective".

"I really feel like I'm part of a team even though my office is in Copenhagen and many of my NeIC colleagues are working from some other Nordic location. This distributed community model works surprisingly well."

NeIC policies: Branding policy

General branding considerations

The main considerations are credit where credit is due and fitting for purpose. Attribution to NeIC is due if NeIC has significantly supported the work. Attribution to NeIC's partners or funders is generally recommended but should be tuned to the context. I.e., attribution to the national e-infrastructure providers may be appropriate in some situations, while credit to NordForsk and the Nordic Council of Ministers may be more relevant in other situations.

NeIC policies: Branding policy

Attribution to NeIC

If NeIC has provided support for your project, work, publication, etc. it is appropriate to include an attribution statement. It is reasonable that the credit appears where any other comparable credit to organisations or authors appears and in a manner which is balanced to NeIC's contribution.

NeIC slide presentation templates

These are recommended for presentations from projects and activities given to external audiences.

NeIC policies: Openness policy

In short:

- When in doubt, **go public**. As a general policy, data from NeIC projects and activities should be openly available.

- The external wiki is the place for the most up-to-date information on NeIC activities.

- The internal wiki is the place for working materials in NeIC activities.

NeIC policies: HR policy

Under normal circumstances, employer responsibility and employment
shall not be changed for employees who participate in a NeIC project. The NeIC HR policy therefore only
complements the local staff policies at the staff member's host organization.

- Competence development (Practical Project Steering or project specific conferences and training)
- Staff with a minimum 25% will be offered an annual face to face development dialogue with its NeIC manager.
- Exit interviews.
- Recruitment: Project managers, with assistance from the project steering group, are responsible for recruitment of project staff. The formal partners of the
project may suggest candidates for staff positions, with the final a pproval from the project manager.

The practicalities

Reporting:

- Quarterly Project Portfolio reports to the NeIC Board.

- Mid-term report

- Final report

- Benefit realisation monitoring

- Output-outcome reporting

- NeIC annual report

The Executive Team might ask for additional reporting and information as a result of funding proposals and reports to funders.

Prestudy specifics

- No Reference Group, no Steering Group

- No service agreements

- No collaboration agreement

- Funding and Reimbursement handled all by Prestudy Manager

- Desired benefit realization: a follow-up project (not necessarily NeIC funded)

NeIC Executive Manager
Michaela Barth <caela@kth.se>

The practicalities

Invoicing:

Each partner institution invoices NeIC quarterly.

Invoice for Q4 should be sent to NeIC within January the year after the latest.

Invoice should include: Project name, name of personnel, time period, PM/FTE/%.

Travel expenses: covers travel and accommodation, but not per diem or subsistence (food).

If your finance department has any questions, please get in touch with the NeIC Administrative Coordinator.