

Action Plan

Gap list:

- 2 Ethical principles
- 5 Contractual and legal obligations
- 7 Good practice in research, backups.
- 11 Evaluation/appraisal systems
- 13 Recruitment
- 14 Selection
- 15 Transparency
- 21 Post-doctoral appointments
- 27 Gender balance
- 28 Career development
- 30 Career advice
- 32 Co-authorship
- 33 Teaching
- 34 Complaints/Appeals
- 38 Continuing Professional Development
- 39 Access to research training and continuous development

Proposed Actions	Ref to principle (no.)	Timing (quarter/year)	Responsible unit(s) Units involved (UI)	Indicators/Targets
<p>Action 1. Researchers need to be better informed (updated) about ethics in research and need help with ethics applications. The Research Ethics Committee (REC) needs an extended mandate.</p> <p>Activity 1.1</p> <ul style="list-style-type: none"> a. Investigate the most effective ways to disseminate information on ethics to researchers, e.g. during introductory training, a “research day” etc. b. Implement, evaluate and improve. <p>Activity 1.2</p> <ul style="list-style-type: none"> a. Investigate what is necessary for the Research Ethics Committee (REC) to receive an extended mandate covering help/reviewing of research ethics applications and external funding applications. b. Approval by the university management. c. Implement and evaluate. 	2	<p>Activity 1.1 - Q4/2023</p> <p>Activity 1.2 - Q2/2025</p>	<p>Responsible unit (RU): Vice-Chancellor’s office (AOL)</p> <p>Other Units involved (UI): Research and Education board (FUN) Complete Academic Environments (KAMs) Committee for investigating Suspected Deviations from Good Research Practice (Npof) Grants and Innovation Office (GIO)</p>	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1.1 Methods of dissemination of ethical information determined and implemented. <input type="checkbox"/> 1.2 Depending in the result of the investigations, an REC that is also able to comment and evaluate ethics applications and external funding applications. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1.1a List of methods of disseminating ethics information to researchers. <input type="checkbox"/> 1.1b Agreement on which methods will be used. <input type="checkbox"/> 1.1c First implementation carried out. <input type="checkbox"/> 1.1d Evaluation of first implementation carried out. <input type="checkbox"/> 1.1e Any necessary changes made. <input type="checkbox"/> 1.2a Investigation carried out, list of what the REC is able to do/not do. Report to management. <input type="checkbox"/> 1.2b Decision by management on next step. <input type="checkbox"/> 1.2c Depending on result of 1.2b, changes implemented. New organisation evaluated.
<p>Action 2. The Gap Analysis indicated that there is a need for further training and better information regarding GDPR and IPR issues, and awareness of the terms of external funding contracts.</p>	5	<p>Activity 2.1 - Q4/2024</p> <p>Activity 2.2 - Q4/2025</p> <p>Activity 2.3 - Q2/2024</p> <p>Activity 2.4 - Q3/2025</p>	<p>RU: AOL</p> <p>UI: Grants and Innovation office (GIO) FUN</p>	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2.1 Methods of dissemination of GDPR and IPR information determined and implemented. <input type="checkbox"/> 2.2 Methods of dissemination of importance of external funding contracts determined

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<p>Oversee contracts regarding third-party R1 researchers (researchers working at HV but who are employed by other organisations)</p> <p>Activity 2.1</p> <ul style="list-style-type: none"> a. Investigate the most effective ways to regularly disseminate existing information on GDPR and IPR matters to researchers. b. Agreement on which methods will be used. c. Implement, evaluate and improve, particularly as regards GDPR. <p>Activity 2.2</p> <ul style="list-style-type: none"> a. Investigate the most effective ways to disseminate information on external funding contracts. Particular emphasis on R1 researchers and supervisors. b. All incoming researchers will be advised about information programmes. c. Investigate any need for subcontracts with researchers. d. Implement, evaluate and improve. <p>Activity 2.3</p> <ul style="list-style-type: none"> a. Review contracts covering third-party R1 researchers. b. Investigate how existing contracts can be improved where necessary. Assess how new contracts can be improved in future. c. Implement improved/new contracts, evaluate and follow up. <p>Activity 2.4</p>		Activity 2.5 - Q1/2024	Library and academic support (SPIBS) Data Access Unit (DAU) Information Security Group (ISG)	<p>and implemented. Any necessary subcontracts implemented.</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2.3 Any necessary revisions in third-party R1 contracts implemented. Follow-up system in place. <input type="checkbox"/> 2.4 Open Science policy published on HV website. <input type="checkbox"/> 2.5 Checklist available for researchers leaving their employment at HV. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2.1a List of methods of disseminating GDPR and IPR information to researchers. <input type="checkbox"/> 2.1b Agreement on which methods will be used. <input type="checkbox"/> 2.1c Implementation carried out. Aim to have reached 80% of researchers by end of 2024. <input type="checkbox"/> 2.2a List of methods of disseminating information on external contracts to researchers. <input type="checkbox"/> 2.2b All researchers informed by end of 2024. <input type="checkbox"/> 2.2c Legal assessment of necessity of subcontracts. Implementation of subcontracts carried out (if necessary). <input type="checkbox"/> 2.3a Report on contract review available internally. <input type="checkbox"/> 2.3b List of improvements to be made to existing/new contracts. <input type="checkbox"/> 2.3c Addendum to existing contracts drawn up. New contract template available. Follow

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<p>a. Development of Open Science policy covering Open Access and Handling of Research Data.</p> <p>b. Approval of policy.</p> <p>c. Development of training regarding policy.</p> <p>d. Implement training, evaluate and improve.</p> <p>Activity 2.5</p> <p>a. Develop checklist for when researchers end their employments regarding contractual/legal aspects and Open Data.</p> <p>b. Implement, inform and evaluate.</p>				<p>up after 1-2 years.</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2.4a Open Science policy drawn up. <input type="checkbox"/> 2.4b Open Science policy approved published on HV website. <input type="checkbox"/> 2.4c Information activities developed. <input type="checkbox"/> 2.4d Training programme to have reached 80% of researchers by end of 2025. <input type="checkbox"/> 2.5a Checklist for leaving researchers drawn up. <input type="checkbox"/> 2.5b Checklist approved published on HV website. Information activities aimed at managers/supervisors regarding checklist carried out. By end of 2024, all leaving researchers should be completing checklists.
<p>Action 3.</p> <p>The current praxis for storing research data has been shown to be often haphazard and non-conforming. Creation of a Research Portal for easier access for researchers to all information regarding research. Development of a university-wide Research Strategy needs to be investigated. See also Action 2, Activity 2.4.</p> <p>Activity 3.1</p> <p>a. A secure, easily accessible data storage facility needs to be made available to HV staff (including researchers). The facility must comply with all necessary legislation and Open Data standards.</p> <p>b. Commissioning of system.</p>	7	<p>Activity 3.1 - Q4/2026</p> <p>Activity 3.2 - Q4/2025</p> <p>Activity 3.3 – Q4/2024</p>	<p>RU: AOL</p> <p>UI: DAU ISG IT department (IT) GIO SPIB</p>	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3.1 Secure data storage system, fulfilling all legal requirements implemented and used at HV. <input type="checkbox"/> 3.2 Research portal on HV website – “one-stop shop” for all research. <input type="checkbox"/> 3.3 Overall Research Strategy published on the HV website (if agreed). <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3.1a Identification of suitable data storage system. <input type="checkbox"/> 3.1b System available for use. <input type="checkbox"/> 3.1c Methods assessed for best informing staff about system. <input type="checkbox"/> 3.1d Staff information programme rolled out.

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<p>c. Investigate the best way to inform staff of how data must be stored.</p> <p>d. Implement and evaluate compliance after 1-2 years. Improve as necessary.</p> <p>Activity 3.2</p> <p>a. Benchmark against Research Portals at other universities.</p> <p>b. Investigate the development and structure of a Research Portal.</p> <p>c. Obtain wide-ranging internal feedback.</p> <p>d. Implement, inform researchers, evaluate and improve.</p> <p>Activity 3.3</p> <p>a. Investigate the development of an overall Research Strategy at HV based on those already developed by the individual KAMs.</p> <p>b. If required, develop such a strategy.</p> <p>c. Obtain internal consensus.</p> <p>d. Implement, inform and evaluate.</p>				<p><input type="checkbox"/> 3.1e Compliance assessed. Target: 90% compliance by end of 2026.</p> <p><input type="checkbox"/> 3.2a Benchmark data with respect to other university research portals (at least three) available as report.</p> <p><input type="checkbox"/> 3.2b Suggested structure and content plan for HV research portal.</p> <p><input type="checkbox"/> 3.2c Structure and content agreed.</p> <p><input type="checkbox"/> 3.2d Research portal developed and commissioned.</p> <p><input type="checkbox"/> 3.2e Feedback obtained after 1 year.</p> <p><input type="checkbox"/> 3.3a Decision made as to whether HV should have an overall Research Strategy.</p> <p><input type="checkbox"/> 3.3b If answer to 3.3a is positive, draft Research Strategy available.</p> <p><input type="checkbox"/> 3.3c Internal consensus on content of Research Strategy obtained. Approval of HV management obtained.</p> <p><input type="checkbox"/> 3.3d Research Strategy published on HV website and staff information programme rolled out.</p>
<p>Action 4. The personal evaluation systems are unclear at various R-levels. There needs to be clarity in the evaluations that are to be carried out for each R-level and when, and what they mean. Any new systems must be developed to cover all personnel categories and must be approved as regards gender equality.</p> <p>Activity 4.1</p>	11	Activity 4.1 - Q2/2026	<p>RU: Human Resources department (HR)</p> <p>UI: HLG Gender mainstreaming Unions</p>	<p>Targets:</p> <p><input type="checkbox"/> 4.1 New staff appraisal templates implemented and in use.</p> <p>Indicators:</p> <p><input type="checkbox"/> 4.1a Report on the structure and content of new staff appraisal templates.</p> <p><input type="checkbox"/> 4.1b Templates tested, improved and approved.</p>

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<p>a. Modification of the template used for annual staff appraisals. Investigate what additional points are required/desired. Input will be required from all R-levels as well as management, gender mainstreaming and unions.</p> <p>b. Modify, test and improve the template.</p> <p>c. Implement new template.</p> <p>d. Inform those who carry out staff appraisals that there is a new template.</p> <p>e. Assess compliance of use of new template after 1 year.</p>				<p><input type="checkbox"/> 4.1c New templates available for use, published on HV website.</p> <p><input type="checkbox"/> 4.1d Staff informed about new templates.</p> <p><input type="checkbox"/> 4.1e Report on compliance of use of new template. Expected compliance 90% by end of 2026.</p>
<p>Action 5. OTM-R action points 6, 7, 10, 13, 14 are also included in this Action.</p> <p>The gap analysis revealed that the current advertisement templates needed to be reviewed, and recruitment processes need to be reviewed/updated. In addition, the HR department needs to work on its internal visibility and inform about its activities.</p> <p>Activities identified in the OTM-R analysis show that:</p> <ul style="list-style-type: none"> – Insufficient use is made of Euraxess when advertising positions and, similarly, a list of where to advertise positions should be drawn up. – There are no policies in place at HV to attract researchers from abroad. <p>Activity 5.1</p> <p>a. Review the current advertisement templates getting input from recently recruited staff. Review clarity of the text, the information given</p>	13, 14, 15	<p>Activity 5.1 - Q4/2024</p> <p>Activity 5.2 - Q4/2023</p> <p>Activity 5.3 - Q2/2025</p> <p>Activity 5.4 - Q2/2024</p> <p>Activity 5.5 - Q4/2023</p> <p>Activity 5.6 - Q2/2026</p>	RU: HR	<p>Targets:</p> <p><input type="checkbox"/> 5.1 Updated and improved advertisement templates.</p> <p><input type="checkbox"/> 5.2 Inclusion of informative links in advertisements aimed at international personnel.</p> <p><input type="checkbox"/> 5.3 Introduction of improved/new recruitment methods to streamline working processes.</p> <p><input type="checkbox"/> 5.4 Increased visibility of HR department among HV personnel.</p> <p><input type="checkbox"/> 5.5 Greater national and international reach when advertising recruitments. An official policy for attracting researchers from abroad.</p> <p><input type="checkbox"/> 5.6 Policy document on how to attract researchers from abroad.</p> <p>Indicators:</p>

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<p>in the advert, the use of information links and the degree of dissemination of the adverts.</p> <p>b. Update and test new templates.</p> <p>c. Implement and evaluate.</p> <p>Activity 5.2</p> <p>a. Include informative links in all advertisements aimed at international personnel (e.g. https://www.sverigesungaakademi.se/en-GB/beginnersguide.html).</p> <p>Activity 5.3</p> <p>a. Review recruitment processes for all types of staff and discuss with all groups involved with recruitment. Look for methods to streamline and speed up the processes and develop clearer working methods.</p> <p>b. Update processes.</p> <p>c. Testing, approval, implementation and evaluation of new processes.</p> <p>Activity 5.4</p> <p>a. HR needs to increase its visibility within the university. Relevant activities will be developed and implemented.</p> <p>b. Review activities after 1-2 years to assess improvements.</p> <p>Activity 5.5</p> <p>a. Draw up a list of where to advertise recruitments as a means of attracting the best candidates.</p> <p>b. Ensure that Euraxess is more widely used when advertising recruitments.</p>				<p><input type="checkbox"/> 5.1a Completed review of advertisement templates with list of improvements.</p> <p><input type="checkbox"/> 5.1b Templates updated and tested on test group.</p> <p><input type="checkbox"/> 5.1c Templates used in actual recruitments. Evaluated by feedback after one year.</p> <p><input type="checkbox"/> 5.2a Informative links included in all international recruitment advertisements from 2023.</p> <p><input type="checkbox"/> 5.3a All recruitment processes reviewed. List of improvements made.</p> <p><input type="checkbox"/> 5.3b Updated processes suggested.</p> <p><input type="checkbox"/> 5.3c Testing, approval and implementation of improved processes complete.</p> <p><input type="checkbox"/> 5.4a List of activities to improve HR's visibility made, approved and implemented.</p> <p><input type="checkbox"/> 5.4b Effectiveness of activities has been assessed. Results have been discussed and further activities implemented.</p> <p><input type="checkbox"/> 5.5a List of standard places to advertise job recruitments.</p> <p><input type="checkbox"/> 5.5b Euraxess used for all researcher recruitments.</p> <p><input type="checkbox"/> 5.6a Policy document drawn up about how to attract researchers from abroad.</p>

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Activity 5.6 a. Draw up policy guidelines of how to attract researchers from abroad.				
<p>Action 6. OTM-R action point 3 is also included in this Action.</p> <p>To increase competence levels among managers and other personnel involved with recruitment, the training programme and practical tools for managers and members of selection committees need to be reviewed/improved.</p> <p>Activity 6.1 a. Review the existing training for managers and other personnel involved with recruitment and consider the possibility of starting a new/different training programme. b. If applicable, implement and evaluate.</p> <p>Activity 6.2 a. Review the existing training for members of committees involved with recruitment. Consider the possibility of starting a new/different training programme. b. If applicable, implement and evaluate.</p>	13, 14, 15	Activity 6.1 – Q2/2025 Activity 6.2 - Q4/2025	RU: HR	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 6.1 Improved training programme for managers and other personnel involved with recruitment. <input type="checkbox"/> 6.2 New/improved training programme for members of recruitment committees. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 6.1a Review of training of managers and other personnel carried out. Suggestions for improvements in the training programme for managers. <input type="checkbox"/> 6.1b New programme implemented. 60% of managers training by completion date. <input type="checkbox"/> 6.2a Review of training of recruitment committee members carried out. Development of new/updated training programme. <input type="checkbox"/> 6.2b New programme implemented. All recruitment committees trained by end of 2025.
<p>Action 7. OTM-R action point 21 is also included in this Action.</p> <p>The gap analysis (Transparency) revealed some shortcomings in the feedback to job candidates.</p> <p>Activity 7.1</p>	13, 14, 15	Activity 7.1 - Q4/2024	RU: HR	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 7.1 To provide what has been determined as a good level of feedback to all candidates. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 7.1a List of content of desirable feedback following wide-ranging discussions.

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<ul style="list-style-type: none"> a. Review the feedback given to candidates. Review the feedback process and analyse the content and frequency of feedback given. b. Suggest improvements in feedback process and the practicalities of such processes, using standardised templates where possible. c. Implement and evaluate new feedback processes. 				<ul style="list-style-type: none"> <input type="checkbox"/> 7.1b List of improvements regarding how to give feedback in the most rational way. <input type="checkbox"/> 7.1c New feedback process implemented for all recruitments. All applicants will receive feedback.
<p>Action 8. Clarification in advertisements regarding the conditions for a post-doctoral employment. Clarification of what a post-doctoral appointment is at HV with respect to affiliated/composition positions and national/international researchers. Better information regarding continued careers needs to be included in advertisements.</p> <p>Activity 8.1</p> <ul style="list-style-type: none"> a. Review advertisements for post-doctoral positions, especially as regards conditions for employment, teaching and career opportunities. Obtain feedback from recently employed post-docs. b. Adjust post-doctoral employment contract as necessary according to above. c. Investigate affiliations and combination employments at post-doctoral level. d. Make any necessary changes to advertisement templates to improve information. e. Ensure that information is available on HV website, and is also available in English. f. Implement and evaluate. 	21	Activity 8.1 – Q4/2025	RU: HR	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 8.1 Clarity regarding post-doctoral and affiliated/composition positions at HV, especially regarding duration, combination employments and careers. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 8.1a Advertisements for post-docs reviewed. Feedback obtained from previous post-doctoral recruitments and list of improvements drawn up. <input type="checkbox"/> 8.1b Post-doc contract adjusted. <input type="checkbox"/> 8.1c Review of various post-doctoral employments including affiliation and combination employment. <input type="checkbox"/> 8.1d Changes made to advertisement templates. <input type="checkbox"/> 8.1e All information available on HV website. <input type="checkbox"/> 8.1f Changes have been implemented in practice for all job advertisements by end of 2025.
Action 9.	27	Activity 9.1 - Q4/2023	RU:	Targets:

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<p>OTM-R action point 18 is also included in this Action.</p> <p>Purposeful and systematic work with equal opportunities and gender mainstreaming is a prerequisite for the university's ability to attract, recruit, develop and retain qualified competence. However, gender balance work extends beyond just percentages and includes changing of cultural attitudes and understanding the bases of gender bias. It is these processes that are essential to effective gender mainstreaming activities.</p> <p>Some structures within the university are still very gender segregated with women and men working in different academic fields and positions (also in the HV Gender Mainstreaming plan (HV 2022/520)). Furthermore, the Swedish Government has assigned HV with a recruitment goal for female professors of 48 per cent (from a current level of 33 per cent) by the end of 2023.</p> <p>There is a need for training programmes on gender equality and anti-discrimination, particularly as part of manager training and for recruitment/selection committees. This will involve other functions and roles such as academic leaders, chairpersons and members of academic committees, staff, doctoral students and their supervisors. Gender balance in selection and evaluation committees needs to be achieved.</p> <p>Activity 9.1</p> <ol style="list-style-type: none"> a. Review equal opportunity activities at recruitment and at the subsequent career stages. Assess any changes that need to be made to processes and documentation. b. Implement changes. Linked with Action 6. 		<p>Activity 9.2 - Q2/2024</p> <p>Activity 9.3 - Q2/2024</p> <p>Activity 9.4 - Q3/2025</p>	<p>AOL</p> <p>UI: HR</p>	<ul style="list-style-type: none"> <input type="checkbox"/> 9.1 Appointments Procedure upgraded to include equality and diversity guidelines at recruitment and subsequent career stages. <input type="checkbox"/> 9.2 Development of (inclusion in existing) training programmes covering gender equality. <input type="checkbox"/> 9.3 Selection and evaluation committees should have a suitable gender balance. This requires defining what a "suitable gender balance" is. <input type="checkbox"/> 9.4 Informal structures at HV should also have a gender balance. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 9.1a Current equal opportunities activities assessed and list of changes to make is available. <input type="checkbox"/> 9.1b Changes implemented in processes and documents. <input type="checkbox"/> 9.2a Routines for gender equality training established. <input type="checkbox"/> 9.2b Training routines implemented. By end of 2025, 40% of staff will have been trained at least once. <input type="checkbox"/> 9.3a Gender balance in previous selection and evaluation committees assessed. Suggestions for changes and routines and processes made. <input type="checkbox"/> 9.3b Methods for ensuring gender equality competence in external recruitment consultants and external experts have been determined.

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<p>Activity 9.2</p> <ol style="list-style-type: none"> Establish routines for continuous introduction to, and competence development in, gender equality for all staff categories. Implement, inform and evaluate. <p>Activity 9.3</p> <ol style="list-style-type: none"> Assess gender balance in previous selection and evaluation committees. Suggest changes in routines and processes. Ensure that external recruitment consultants and external experts are informed of HV's gender equality requirements. Determine the best way to achieve this. Implement, inform and evaluate. <p>Activity 9.4</p> <ol style="list-style-type: none"> Analyse gender balance in informal structures at HV. If there is an imbalance, suggest methods for introducing changes. Implement, inform and evaluate. 				<ul style="list-style-type: none"> <input type="checkbox"/> 9.3c Methods have been implemented. Checklists have been drawn up. <input type="checkbox"/> 9.4a Analysis of gender balance in informal structures documented. List of changes made. <input type="checkbox"/> 9.4b Changes implemented and information programme rolled out. Evaluation made during 2026.
<p>Action 10.</p> <p>The gap analysis showed that career planning advice at HV seems to work in theory but not in practice and there are different views that are clearly R-level related. There need to be central career development guidelines that are implemented at a local level.</p> <p>As regards mentoring, there need to be clear guidelines regarding what mentors are available and what is expected of a mentor.</p> <p>Activity 10.1</p>	28, 30	<p>Activity 10.1 - Q4/2024</p> <p>Activity 10.2 - Q4/2026</p> <p>Activity 10.3 - Q2/2026</p> <p>Activity 10.4 - Q3/2025</p> <p>Activity 10.5 - Q3/2025</p>	<p>RU: Pro-Vice-Chancellor</p> <p>UI: HLG Heads of Departments Heads of KAMs HR GIO</p>	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 10.1 Career pathways and information collected together on new webpage. <input type="checkbox"/> 10.2 Updated and functional mentorship programme available to all at HV. <input type="checkbox"/> 10.3 Career advisory services available, with central coordinator. Collaboration with external parties. <input type="checkbox"/> 10.4 Answer to question as to whether HV should work with National Junior Faculty of Sweden.

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<p>Improve information on career paths and available support for career guidance (collect together information on one site and make it easily accessible to all employees).</p> <ol style="list-style-type: none"> Identify and collect information on career pathways. Publish on web with link from Research Portal (Activity 3.2). Inform staff, evaluate, improve. <p>Activity 10.2</p> <ol style="list-style-type: none"> Benchmark mentorship programmes with those at other Swedish universities (e.g. https://www.oru.se/english/collaboration/alumni-and-friends/offer-support/be-a-volunteer/mentor-match/). Investigate the involvement of HV alumni in mentorship programmes. Investigate the involvement of local persons (industry, healthcare etc.) in mentorship programmes. Investigate role of KAMs in mentoring. Suggest mentorship programme for HV. Internal discussion, funding possibilities, internal approval. Produce guidelines for being a mentor. Implement programme, inform researchers, evaluate. <p>Activity 10.3</p> <ol style="list-style-type: none"> Benchmark career advice services with other universities. What can be learned? How can we collaborate? Develop career advice services at HV. Obtain internal approval. 				<p><input type="checkbox"/> 10.5 Answer to question as to whether HV should collaborate with Young Academy of Sweden.</p> <p>Indicators:</p> <p><input type="checkbox"/> 10.1a List of career pathways at HV.</p> <p><input type="checkbox"/> 10.1b Career pathways published on HV's web.</p> <p><input type="checkbox"/> 10.1c Staff informed. Degree of information dissemination assessed at end of 2024.</p> <p><input type="checkbox"/> 10.2a Document describing results of mentorship benchmarking of other Swedish universities (at least three).</p> <p><input type="checkbox"/> 10.2b Involvement of HV alumni as mentors assessed.</p> <p><input type="checkbox"/> 10.2c Involvement of local persons as mentors assessed.</p> <p><input type="checkbox"/> 10.2d Role of KAMs in mentoring assessed.</p> <p><input type="checkbox"/> 10.2e Draft university-wide mentorship programme available.</p> <p><input type="checkbox"/> 10.2f Mentorship programme approved and funded where necessary.</p> <p><input type="checkbox"/> 10.2g Document available stating guidelines for being a mentor.</p> <p><input type="checkbox"/> 10.2h Mentorship programme and information campaign launched.</p> <p><input type="checkbox"/> 10.3a Document describing results of career service benchmarking of other Swedish universities (at least three).</p>

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<p>d. Implement and evaluate.</p> <p>Activity 10.4</p> <p>a. Investigate setting up a local branch of National Junior Faculty of Sweden together with other local universities (https://nationaljf.se/).</p> <p>b. Decision made</p> <p>Activity 10.5</p> <p>a. Contact Young Academy of Sweden (https://www.sverigesungaakademi.se/en-GB/1.html) regarding collaboration.</p>				<p><input type="checkbox"/> 10.3b Document describing suggested career services activities at HV.</p> <p><input type="checkbox"/> 10.3c Career advice services approved internally.</p> <p><input type="checkbox"/> 10.3d Career advice services at HV launched.</p> <p><input type="checkbox"/> 10.4a Results of investigation about setting up a local branch of the National Junior Faculty of Sweden.</p> <p><input type="checkbox"/> 10.4b Decision made as to whether to set up local branch.</p> <p><input type="checkbox"/> 10.5a Young Academy of Sweden contacted and collaboration discussed. Decision on collaboration.</p>
<p>Action 11. The gap analysis showed the need for better guidelines regarding co-authorship, and better communication of such.</p> <p>Activity 11.1</p> <p>a. Determine in detail the current co-authorship practices at a department and/or research group level. Amalgamate results.</p> <p>b. Discuss with other small universities regarding how they have solved this situation.</p> <p>c. Compare with Vancouver Convention guidelines.</p> <p>d. Suggest guidelines for each department as a result of these analyses.</p> <p>e. Discuss guidelines with different R-level groups from each department. Discuss how guidelines can be implemented, particularly to research</p>	32	Activity 11.1 - Q2/2025	<p>RU: FUN</p> <p>UI: SBIP Heads of KAMs</p>	<p>Targets:</p> <p><input type="checkbox"/> 11.1 New co-authorship guidelines at HV.</p> <p>Indicators:</p> <p><input type="checkbox"/> 11.1a Current co-authorship practices at HV described.</p> <p><input type="checkbox"/> 11.1b Review of how other universities (at least three) handle co-authorship questions.</p> <p><input type="checkbox"/> 11.1c Comparison of current praxis at HV with Vancouver Convention.</p> <p><input type="checkbox"/> 11.1d HV guidelines drawn up.</p> <p><input type="checkbox"/> 11.1e Internal discussion of suggested new guidelines and their implementation completed.</p> <p><input type="checkbox"/> 11.1f Internal approval obtained.</p> <p><input type="checkbox"/> 11.1g Implementation of new guidelines launched.</p>

Proposed Actions	Ref to principle (no.)	Timing (quarter/year)	Responsible unit(s) Units involved (UI)	Indicators/Targets
<p>group leaders and supervisors (e.g. during research ethics training).</p> <p>f. Obtain internal approval.</p> <p>g. Implement guidelines, inform researchers, improve information on HV's web, evaluate.</p>				
<p>Action 12. In the Gap Analysis, it was apparent for some R2 and R3 researchers that there is such a (perceived) teaching load that there is little time for research. Furthermore, teaching and/or personal development time is/are sometimes used for co-financing in externally financed projects.</p> <p>Activity 12.1</p> <p>a. Is there a short-term pandemic bias at the time of the analysis since some people needed more time to prepare for on-line teaching than others. The gap analysis question needs to be repeated in a year or so to find out whether the teaching overload is real.</p> <p>Activity 12.2</p> <p>a. Improve internal information regarding teaching percentage regulations.</p> <p>b. Investigate the use of using personal development time for co-funding of external projects.</p> <p>c. Suggest solutions if necessary.</p> <p>d. Present solutions to university management for approval.</p> <p>e. Implement any decisions and evaluate.</p>	33	<p>Activity 12.1 - Q1/2024</p> <p>Activity 12.2 - Q4/2024</p>	<p>RU: Pro-Vice-Chancellor</p> <p>UI: Heads of Departments Finance Department GIO</p>	<p>Targets:</p> <p><input type="checkbox"/> 12.1 To find out to what extent that a move to on-line teaching has affected perceived teaching overload by some researcher levels.</p> <p><input type="checkbox"/> 12.2 Improved information on teaching percentage regulations.</p> <p>Indicators:</p> <p><input type="checkbox"/> 12.1a Extensive review of R2/R3 teaching loads has been carried out now that the effects of the pandemic are less extreme. The outcome will govern any further work necessary.</p> <p><input type="checkbox"/> 12.2a Improved/clearer information on teaching time expectations available on HV website. Information communicated with researchers.</p> <p><input type="checkbox"/> 12.2b Knowledge regarding use of personal development time for co-funding of externally financed projects.</p> <p><input type="checkbox"/> 12.2c Document listing any solutions deemed necessary.</p> <p><input type="checkbox"/> 12.2d University management has approved solutions.</p> <p><input type="checkbox"/> 12.2e All researchers have been informed about teaching percentages by the end of 2024.</p>

Proposed Actions	Ref to principle (no.)	Timing (quarter/year)	Responsible unit(s) Units involved (UI)	Indicators/Targets
<p>Action 13. The gap analysis revealed a general lack of knowledge among staff regarding the complaints/appeals systems available at HV.</p> <p>Activity 13.1</p> <ol style="list-style-type: none"> Develop better information to R1 researchers that they can contact a student ombud regarding complaints. Ensure information roll-out via HR mailing lists, with help from doctoral committee of the student union. Further information roll-out regarding the anonymous whistleblower function that became available during summer 2022 (this function was not available at the time of the gap analysis). Ensure that all complaints/appeals systems are available in English. Update manager/supervisor training to include new systems. Include complaints/appeals section in Research Portal. 	34	Activity 13.1 - Q2/2024	RU: AOL UI: Student Union Doctoral Committee	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 13.1 Improvement in the knowledge regarding complaints/appeals systems at HV. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 13.1a Information on complaints/appeals sent to all R1 researchers. <input type="checkbox"/> 13.1b Information sent to all employees regarding whistleblower function. <input type="checkbox"/> 13.1c Check completed that all complaints/appeals information is available in English. <input type="checkbox"/> 13.1e Manager/supervisor training programme updated to include complaints/appeals. <input type="checkbox"/> 13.1d Link to complaints/appeals included in Research Portal (can only be done when Activity 3.2 is completed).
<p>Action 14. The gap analysis identified a need for improvements in continuing research and professional development</p> <p>Activity 14.1</p> <ol style="list-style-type: none"> Inventory of what courses/training can be organised in-house (investigate the role of the KAMs in training programmes) and what courses require external assistance for R1 and R2 training in generic skills (complementary training) in project management, grant writing, 	38, 39	Activity 14.1 - Q1/2025 Activity 14.2 - Q1/2025	RU: HR UI: AOL, SBIP, GIO, KAMs	<p>Targets:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 14.1 Menu of courses that researchers can choose to further their research careers. <input type="checkbox"/> 14.2 Webpage of courses, collecting together courses run by HV and other partners. <p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 14.1a List available regarding in-house and external courses. <input type="checkbox"/> 14.1b All researchers informed of courses.

Proposed Actions	Ref to principle (no.)	Timing (quarter/year)	Responsible unit(s) Units involved (UI)	Indicators/Targets
<p>legal matters, leadership, languages (English and Swedish), career planning etc.</p> <p>b. Inform researchers of courses available. Ensure course access even to researchers on short-term contracts</p> <p>Activity 14.2</p> <p>a. Develop a webpage, linked to the Research Portal, with a list of all centrally available professional development possibilities.</p>				<input type="checkbox"/> 14.2a Webpage developed with all course information with link included in Research Portal (can only be done when Activity 3.2 is completed).
<p>Action 15. OTM-R action point 2 is included in this Action.</p> <p>Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?</p> <p>The last update of processes and guidelines in the form of the Recruitment Guidelines was in 2017. A formal review of the processes and documents is being carried out during 2022. New regulations and more detailed guidelines will replace the current procedures in 2023.</p> <p>Activity 15.1</p> <p>a. Review procedures and practices on OTM-R procedures and practices, and update.</p> <p>b. Published new procedures and practices on HV website.</p> <p>c. Implement and inform relevant staff.</p>	12, 13, 14, 15	Activity 15.1 - Q2/2024	RU: HR UI:	<p>Targets:</p> <input type="checkbox"/> 15.1 Updated procedures and practices regarding OTM-R. <p>Indicators:</p> <input type="checkbox"/> 15.1a Procedures and practices reviewed and update. <input type="checkbox"/> 15.1b Information published by end of 2023. <input type="checkbox"/> 15.1c All staff working with recruitment have received guide by mid-2024.
<p>Action 16. OTM-R action points 5 & 23 are included in this Action.</p> <p>Do we have a quality control system for OTM-R in place?</p>	12, 13, 14, 15	Activity 16.1 - Q1/2024	RU: HR UI:	<p>Targets:</p> <input type="checkbox"/> 16.1 Improved quality control systems for ensuring that HV follows OTM-R procedures.

Proposed Actions	Ref to principle (no.)	Timing (quarter/year)	Responsible unit(s)	Indicators/Targets
			Units involved (UI)	
<p>Do we have a system in place to assess whether OTM-R delivers on its objectives?</p> <p>Activity 16.1</p> <ol style="list-style-type: none"> a. Development of a systematic process for reviewing the university's steering documents and to objectively discuss how the OTM-R process delivers on its objectives. b. Establishment of more/better steps in the formal decisions in the recruitment processes to fully ensure OTM-R. c. New regulations and guidelines will be developed to replace the current procedures. d. Implement new regulations and guidelines. 				<p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 16.1a Review process for steering documents developed. Dates and procedures established. <input type="checkbox"/> 16.1b Improved steps developed in the formal decisions in the recruitment process. <input type="checkbox"/> 16.1c New regulations and guidelines drawn up. <input type="checkbox"/> 16.1d New regulations and guidelines implemented.