



## Internal Review

**Case number:** 2019SE461907

Name Organisation under review: Örebro University

**Organisation's contact details:** Fakultetsgatan 1, Örebro, 701 82

### 1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	696,5
Of whom are international (i.e. foreign nationality) *	174,1
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	356,9
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	400,9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	56,1
Of whom are stage R1 = in most organisations corresponding with doctoral level *	146,6
Total number of students (if relevant) *	9730
Total number of staff (including management, administrative, teaching and research staff) *	1330
	€
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	
Total annual organisational budget	54300000
Annual organisational direct government funding (designated for research)	34000000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	14100000
Annual funding from private, non-government sources, designated for research	3100000



## ORGANISATIONAL PROFILE

Örebro University (ORU) is a young university, awarded university status in 1999. Today ORU is one of the largest of a handful of ‘young’ universities in Sweden. ORU ranks among the top 400 universities in the world according to Times Higher Education 2021. For a few years now, ORU has also been included on the Shanghai ranking (ARWU) and most recently on the Leiden ranking. Close ties between teaching and learning, research, and collaboration, are the mutual starting points for all activities. We offer many attractive professional degree programmes in, among others, medicine, psychology, law and engineering. The university has strong research within areas such as medicine, psychology, environmental science and computer science.

### *Notes to numbers in section 1.*

- Swedish law does not allow registration of nationality of researchers. However, there are nationally collated statistics regarding nationality. The figure in the table is based on that statistic from 2018-12-31. Doctoral students are not included. Statistics for 2019 indicate that 14.5 % of our newly recruited doctoral students had “international” nationality defined by residence permit for studies less than two years before the doctoral studies began or they are foreign-born and have immigrated less than two years before the doctoral studies began.
- Most researchers are externally funded to some extent. We are unable to extract this data.
- Converted from Swedish kronor at rate 1 SEK = 0.1 Euro.

## 2. Strengths and weaknesses of the current practice

### 2.2 Ethical and professional aspects

Research is one of the key areas in which that the general public has great belief. Therefore, people must be able to trust in research being carried out to the highest standards. Since most academic research is carried out with taxpayers’ funding, it is also essential that the general public has full access to results if they so wish. Legislation for Open Access and Open Data, along with Swedish legislation on the principle of public access to official records are key to ensuring this. During the implementation of HRS4R, a new web portal on research support has been launched on the University website where information on data storage and open access is included. In addition, a Data Access Unit, for support on research data queries, has been established and a research data policy is being drawn up.

During ORUs implementation of HRS4R, GDPR came into effect, something that had already been addressed in our Action Plan. This ensured that we were well-prepared and offered information on GDPR on our webpages, during information meetings and newsletters as well as courses for researchers and staff. Our work with GDPR is ongoing and combines the work of several specialist areas at the University such as IT-security, law and information management. They offer support for

researchers and courses are held regularly. An Information Management Plan and Guidelines for the Management of Public Documents have been developed and contain information regarding GDPR as well as in which way and for how long research materials shall be kept.

In order to ensure that all researchers are well informed regarding their contractual and legal obligations, the Legal Office offers several courses for researchers every year. Courses in legal obligations have also been recorded digitally, all to make it easier for researchers to complete education when it suits them. These will be published on ORU's internal website for training and development. The Post-Contract office also offers assistance for researchers in the administrative running of projects, which in turn leads to an increased professionalism in project management, including adherence to the rules and regulations of external funding agencies, GDPR and Swedish law. In addition, through Team Support, the administrative functions that provide support to the externally funded research projects at ORU coordinate the work related to administration, agreement compliance, archive, human resources, finances, legal services, library services and research communication. There is also a newly developed programme, KOVE, for coordinated top funding support. Established research groups can apply to join the programme, which consists of two phases. In phase one (6-12 months), the current situation in the group is analysed, followed by a funding development dialogue and activity plan. In phase two (12 months) the activity plan is implemented.

## Remarks

The Swedish Higher Education Act states that the credibility of science and good research ethics shall be handled in the higher education institution's operations (Chap. 1, 3a §). Therefore, it is of the utmost importance that ORU has policies and procedures that ensure that all researchers have information on how to conduct ethical research as well as systems in place in case ethical codes are breached. In order to comply with this, ORU has the following measures in place:

Guidelines for cases concerning suspected research misconduct and serious deviation from good research practices (reg. no. ORU 06840/2019) – contains definitions, information on reporting as well as the process for investigation and was decided upon by the Vice-Chancellor in 2019.

Research ethical council (<https://www.oru.se/forskning/god-forskningssed/forskningsetiska-radet/>, In Swedish) – handles reports of suspected research misconduct and deviation from good research practices, advises the Faculty Boards regarding research ethical issues, and monitors and analyses the surrounding world in regard to research ethical issues. Adheres to the internal regulation for the council decided upon by the Vice-Chancellor in 2019.

Internal web – contains information regarding research on humans and animals, external ethical guidelines, important links and internal guidelines such as the one above.

While the activities above are there to ensure high standards regarding research ethics, there is one problem: Much of the information (guidelines, webpages etc.) are only available in Swedish. This leads to international researchers having less support and guidance in these issues. It is therefore essential that ORU develops English language webpages with collected information and translated documents available to all researchers. Since it may not be possible to translate all information into English in the short-term, the use of machine translations, e.g. through web browsers, can be used as a compliment to the already translated documents. One related issue is that the researchers need to submit their applications for ethical permission in Swedish to the Ethics Review Authority. This is problematic for researchers who are not fluent in Swedish whereby support for this should be reviewed by ORU.

In our Action Plan, several activities relate to ethical and professional aspects. There has been substantial work conducted within these areas, reported separately in Section 3.

## 2.3 Recruitment and selection

Results regarding the most recent strategic recruitment's are available in the ORU's annual reports (<https://www.oru.se/om-universitetet/arsredovisningar/>, in Swedish). Between 2018 and 2019, ORU implemented a number of major strategic recruitment initiatives that reached out internationally. Specifically, Newbreed can be mentioned. Newbreed is a doctoral MSCA COFUND programme that was implemented between January 2018 and December 2018. In this recruitment, new approaches were used, for example application documents were anonymised before selection and the final candidates gathered at ORU for a joint recruitment day. A total of 16 doctoral students from 14 different nationalities were employed. Via Newbreed, ORU has learned how to establish new forms of collaborations. The program was reviewed in fall 2019 and received very positive remarks. At present, an audit is being conducted where the recruitment process is one of the aspects being audited. The review and audit will be the base for further improvements and will result in new actions for improvement for ORU. Along with a new activity to manage improvements in ORU's recruitment processes (see Action 30), new methods for judging merits will also be developed.

Clear processes are the key to successful recruitment, especially when it comes to strategic initiatives. ORU has begun work on clarifying its assessment criteria for the various teacher categories. At the end of 2020, an internal audit regarding the university's recruitment processes will be carried out. This will be followed by new actions for improvements in the coming years.

Since the need for international evaluators differs between the faculties at ORU, it was identified in the Action Plan that this would be investigated in more detail. After discussions with the Deans, more insight has been gained on this issue. One faculty already has procedures in place while one faculty has very little need for international evaluators since much of the education and research is tied to Swedish legislation and protocols. The third faculty is somewhere in between. In the discussions with the Deans, it was clear that there is no need for improved methods for finding international evaluators since this has developed locally at the schools in relation to the extent international evaluators are contracted. Instead, work has begun on reviewing the instructions to external evaluators as well as clarifying each faculty's guidelines for recruiting scientifically qualified staff. These will need to be followed up in order to assess if they are efficient.

In order to better value mobility in recruitment, promotion and compensation, a benchmarking has been conducted to gain insights into how other European universities define and value mobility. Based on this, a report has been written (ref. no. ORU 07252/2020) and results have been discussed with a panel of researchers which led to a refined definition of mobility and how it can and should be valued, this has been included in ORU's Action Plan for Internationalisation that was launched in late 2020 (ref. no. ORU 02521/2020). However, there is more work to be done in order to implement the results into university policy.

### Remarks

No major changes have occurred in relation to the initial plan.

## 2.4 Working conditions

Sweden is renowned for its generous legislation regarding social security, parental leave and job security. Physical working conditions are also exceptional. In addition to the generous legislation, ORU has even better conditions in several areas such as training and development, paid leave and working hours. This is usually decided in collective union agreements that are valid for all employees at the University. Employees and students are included in all decision-making bodies at the University,



thus ensuring stakeholder influence over decisions, policies etc. In addition, many employees are members of the unions and many doctoral students are members of the unions and/or the student union. This is another way in which researchers can voice their opinions and have a dialogue with the University regarding issues such as working conditions, salaries and physical work environment.

Salaries and other conditions such as office space, travel allowance and paid leave for doctoral students are very generous in Sweden compared to most other countries in Europe. However, doctoral students who are funded by stipends (and not employed by the University) have other conditions that are usually less beneficial. Lower salary, less funds set aside for pensions and substantially lower compensation in case of parental or sick leave are some examples. This has been investigated and only 2% of ORU doctoral students (9 persons) are stipend funded. Although the number is low, it is important to ensure that these students have good terms and conditions. Due to new legislation and additional insurance, the doctoral students on stipends have much improved conditions compared to just a few years ago Actions 16-19 deal with issue related to doctoral students.

Unfortunately, since most policy documents are only available in Swedish, international researchers may be unaware of some of their benefits. However, most documents can be machine translated (e.g. through a web browser) which provides the basic information. Since some of these types of benefits are not common in some countries, the researchers may not know to look for information about this. Therefore, comprehensive work to translate all policy documents has recently begun. In addition, the Action Plan for Internationalisation (ref. no. ORU 02521/2020) states that all information concerning employees shall be provided in English. The website for relocation support includes a guide for international staff (<https://inforum.oru.se/inforum/english/support-and-services/employee-information/relocation-oru/>, internal website in English), this will be developed to include more information concerning the rights and responsibilities of the individual researcher.

ORU conducts a very comprehensive work sustainability, where issues such as gender equality and equal opportunities are included. The new Strategy and Action Plan for Sustainability (reg. no. ORU 01025/2019) came into effect in late 2019; in mid-2020, a further development concerning equal opportunities and gender equality was published. It focuses on the integration of these topics into the operations and other policies at ORU. There is comprehensive information on these issues on the internal website, including guidelines, films, and toolboxes. Seminars and workshops are also held regularly. However, much of the information and work is in Swedish, which needs to be resolved for non-Swedish speakers.

## Remarks

No major changes have occurred in relation to the initial plan.

## 2.5 Training and development

Several of the activities in our Action Plan relate to this area. During the implementation of HRS4R, we have worked with these actions and introduced several improvements. All details of the work can be found in section 3. In summary:

Courses regarding contractual and legal obligations have been reviewed, updated and implemented. Special attention has been paid to accessibility by ensuring that courses are available in English and there are also digital courses that the researchers can access online. There are also courses related to pedagogy and research supervision available in English for all researchers. (Action 1-3)

Courses on GDPR have been offered to all researchers at ORU. In addition, there is information readily available on the internal web. (Action 4-7)



A new web portal has been developed to offer more comprehensive support to researchers on issues such as data storage and open data. In addition, workshops and meetings have been hosted to discuss and inform about these issues. (Action 8-9)

In 2019, a survey was conducted with the 10 HEI included in the Swedish EURAXESS network in order to gain insights and best practices regarding career advice (ref. no. ORU 07346/2020). Some of the insights have been put into action in the development of the new web portal for researchers where they can find information on courses. (Action 19-20)

Previously, the lack of university guidelines for co-authorship has been seen as problematic. Therefore, the Action Plan contains activities related to this. However, when this work was initiated it became clear after discussing the issue with all Deans that ORU should follow global codes such as ALLEA and the Vancouver Convention. Information about these are available through the external website (<https://www.oru.se/forskning/god-forskningssed/>, in Swedish). This will be tested and revisited later. (Action 25-27)

Regarding career advice and access to career development additional activities to Action 19-20 have been carried out. In 2018, a strategic initiative was launched with the recruitment of 18 associate senior lecturers. The expectation is to train research leaders of the future. The associate senior lecturers follow a two-year development programme. Initially, the programme explores what you need to know to develop into a future research leader. Communication and grant applications are included in the first year and academic leadership is a key aspect of the entire programme and is on the agenda for every meeting. In addition, a Junior Faculty was established in 2017 in order to promote a better academic environment for junior and early-career researchers. The aim is to support individual career development of young researchers, facilitate information flow between various organizational levels of the University, and provide a platform for networking and interdisciplinary collaboration. For example, at the moment, Junior Faculty is offering young researchers' group-mentoring in 'Building, maintaining and making use of international exchanges and networks'. More information can be found on the website for Junior Faculty: <https://www.oru.se/english/about-us/organisation-and-governance/the-junior-faculty/>

As shown, many actions have been carried out. However, there is still work to be done. More information in English is needed on our webpages and in our course offerings. We also need to develop the ways in which career support is offered, mainly to R1 and R2 researchers in order to ensure equal opportunities and fair support.

## Remarks

No major changes have occurred in relation to the initial plan.

## 2.6 Have any of the priorities for the short- and medium term changed?

Örebro University's vision and strategy was implemented in 2018 and will continue to be in effect until 2022. The vision and strategy is the basis for all other priorities, goals and activities at the University. Based on ORU's vision, a new Action Plan for Internationalisation (ref. no. ORU 02521/2020) has been developed and will come into effect in January 2021. The plan supports the implementation of HRS4R and clearly expresses this as a prioritised goal. There are also goals and activities relating to the recruitment of, and conditions for, international researchers – something that will highlight and strengthen ORU's work with HRS4R.

## **2.7 Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

In 2019, ORU changed the management organisation so that the Deans of the Faculties were placed in the decision line between the Vice-Chancellor and the Head of Schools. This has led to a new chain of command and increased control for the Faculties. In this process, the decision rights and delegations at ORU were reviewed and changed to suit the new organisational structure. This change has had an impact on ORUs HR strategy and processes.

## **2.8 Are any strategic decisions under way that may influence the action plan?**

The main purpose of ORU2020 is to evaluate the quality of the research conducted at ORU and to identify, by focusing on strengths and weaknesses within the University's research, opportunities as well as needs for quality enhancement. There is a decided model for the implementation of ORU2020 (ORU 02633/2020) and 30 units of assessment have been identified. The evaluation is conducted by nine review teams of external experts and is based on data concerning personnel, resources and bibliometrics as well as the self-assessments which include development plans for each unit. Research evaluations are conducted by ORU every five years. However, unlike previous evaluations, the quality of research within the different units of assessment will not be graded, nor compared, within ORU2020 - great focus will be placed on the development. Therefore, the evaluation is likely to lead to strategic decisions on University, Faculty, School and Unit level. Information on ORU2020 is published on ORUs internal website (<https://inforum.oru.se/inforum/english/quality-and-development/oru2020/>, in English).



## 3. Actions

### 3.1 Action Plan

#### Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
The structure of a course regarding contractual and legal obligations will be drawn up by involved parties and will be officially approved by the Vice-Chancellor.	5. Contractual and legal obligations	Q1 2019	Grants Office, legal office	Course structure approved and ready for launch.
	<b>Current Status</b>	<b>Remarks</b>		
	COMPLETED	<p>The existing course offerings cover this area to the extent that it ensures that ORU researchers have enough knowledge within legal and contractual obligations.</p> <p>The structure is available on the University internal website (Inforum): <a href="https://inforum.oru.se/english/research/grants-office/register/">https://inforum.oru.se/english/research/grants-office/register/</a></p> <p>Existing courses regarding legal obligations are established by the legal office in dialogue with the Human Resources department, which provides support in the execution. Based on the annually revised operations plan, the course offering is set. The goal with the courses is to introduce new and existing staff to various legal areas. The annual operations plans are registered by each faculty, school and administrative department and available in ORUs document management system.</p>		



**Action 2**

Roll-out of courses.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
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5. Contractual and legal obligations

Q2 2019

Grants Office, legal office

At least one course held each academic term.

<b>Current Status</b>	<b>Remarks</b>
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COMPLETED

The Legal Office held several courses dedicated to researchers between January 2019 and December 2020. At least 7 courses on different subjects related to contractual and legal obligations are now held on a regular basis every year. Courses will continue as required. Courses can also be offered on request.

**Action 3**

Review of course participation.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
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5. Contractual and legal obligations

Q4 2019

Grants Office, legal office

List of attendees drawn up and compared with existing project participants. 100% attendance expected.

<b>Current Status</b>	<b>Remarks</b>
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COMPLETED

Today, there are three mandatory courses and academic staff can choose between: "Working efficiently as a teacher", "Foundations of teaching and learning", "Perspectives on higher education" and "Research supervisor training". Having additional mandatory courses is something that ÖRU does not desire at the present moment. The reason for this is that we currently have difficulties following up participation in courses. Therefore, we are focusing on making all courses as relevant, attractive and available (e.g. through digital offers) as possible in order to maximise the number of attendees. See our webpages: <https://www.oru.se/english/about-us/centre-for-academic-development/courses-in-english/> Courses in legal obligations are also being recorded digitally, all to make it easier for researchers to complete education when it suits them. These recorded courses will be published on the internal webpages.

**Action 4**

Initial GDPR courses

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
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7. Good practice in research

Q4 2018

Office for Academic Policy

Three courses held - Analysis of which levels of researchers have taken part will pave the way for future courses. Specific activities for specific researcher levels may be necessary.

<b>Current Status</b>	<b>Remarks</b>
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COMPLETED

More than three courses and lectures have been held within GDPR for all staff included researchers and doctoral students. Information regarding GDPR is incorporated in Örebro University's Information Management Plan ([https://www.oru.se/globalassets/inforum-sv/centrala-dokument/styrdokument/organisation\\_forvaltning/allmanna\\_regler/orebro-universitets-informationshanteringsplan.pdf](https://www.oru.se/globalassets/inforum-sv/centrala-dokument/styrdokument/organisation_forvaltning/allmanna_regler/orebro-universitets-informationshanteringsplan.pdf) (only in Swedish)). Courses will continue to be offered, two courses within GDPR every year and also as part of other training for research staff.



**Action 5**

GDPR information plan

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
7. Good practice in research	Q1 2019	Library, IT Department, Executive Office, Communication Office, Grants Office, Office for Academic Policy (archive unit)	GDPR information in english on website and in a brochure sent to all researchers. An information/communication plan drawn up and approved by the university executive.

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	<p>An Information Security Policy has been implemented at ORU and an Information Management Plan is set (only available on the internal web: <a href="https://inforum.oru.se/globalassets/inforum-sv/centrala-dokument/styrdokument/kommunikation_it/it/informationssakerhetspolicy-for-orebro-universitet.pdf">https://inforum.oru.se/globalassets/inforum-sv/centrala-dokument/styrdokument/kommunikation_it/it/informationssakerhetspolicy-for-orebro-universitet.pdf</a>). Information regarding GDPR is available via the web. However, not all information is available in English. Information has been handled digitally and to be able to be compliant in the event of changes. No printed materials have been produced since we are moving into a more digitalised era with more information on-line that can also be updated more often.</p> <p>In February 2019, Örebro University's Vice-Chancellor constituted the Data Access Unit (DAU) with the University Library as a coordinating role. The DAU supports the University's researchers and post-graduate students with questions and thoughts about management, accessibility, and preservation of research data. The DAU gives researchers support and advice throughout the research data process. For more information see: <a href="https://www.oru.se/university-library/research-support/research-data/data-access-unit-dau/">https://www.oru.se/university-library/research-support/research-data/data-access-unit-dau/</a></p>

### Action 6

Compliance assessment

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q1 2020	Library, IT Department, Executive Office, Communication Office, Grants Office, Office for Academic Policy (archive unit)	A questionnaire will be summarised in an official document to be presented to the faculty boards where any further necessary actions will be discussed.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>During the implementation of GDPR, courses have been held for all employees and attendance has been good. GDPR issues have also been incorporated into the new information management plan in order to ensure that GDPR is not a separate process but is instead a part of other existing data management processes. There is also comprehensive information on the Swedish internal webpage (<a href="https://inforum.oru.se/inforum/stod-och-service/informationssakerhet/gdpr---dataskyddsfordringen/">https://inforum.oru.se/inforum/stod-och-service/informationssakerhet/gdpr---dataskyddsfordringen/</a>) and ORU have during the implementation of GDPR appointed an IT-security Manager, a Data Protection Officer and one lawyer with expertise in GDPR.</p> <p>Research projects in which personal data is processed must be declared to the University's Data Protection Officer. There is a GDPR form for research. The form is available on the ORUs Swedish internal website (<a href="https://inforum.oru.se/inforum/stod-och-service/informationssakerhet/gdpr---dataskyddsfordringen/gdpr-formular-forskningeng/">https://inforum.oru.se/inforum/stod-och-service/informationssakerhet/gdpr---dataskyddsfordringen/gdpr-formular-forskningeng/</a>). Here, there is also more information about the processing of personal data in research. Since there are routines, processes, information and support in place, it was deemed that there was no need for a separate questionnaire.</p>		

### Action 7

GDPR fully implemented at ORU

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q4 2020	Library, IT Department, Communication Office, Office for Academic Policy	Final report on implementation signed off by university executive. As a result of the report, the executive may decide on the necessity of further educational programmes to ensure widespread internal knowledge regarding GDPR and its significance, as well as measures to continually determine compliance.
<b>Current Status</b>	<b>Remarks</b>		
IN PROGRESS	<p>New regulations have been implemented. There is widespread internal knowledge regarding GDPR and how to handle personal data. However, more work can still be done. The instruction at the university states that an annual report will be produced for information management and reported to the Board. This will be done for the first time in December 2020 and this task is carried out by the Data Protection Officer.</p> <p>It is doubtful whether GDPR can ever be considered fully implemented. GDPR is a work that must be ongoing and followed up continuously. Before this activity can be considered completed, ORU's processes need to be tested. Therefor a new timing for this action is Q4 2023.</p>		

### Action 8

Information Campaign on data storage

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q2 2019	IT Department (IT security), Legal Unit, Library (Open Data), Communication Department, Office for Academic Policy (archive unit)	Information on data storage recommendations available on website. Material on data storage printed and circulated to all researchers.

**Current Status**      **Remarks**

COMPLETED

A new web portal for Research support (<https://www.oru.se/forskning/forskningsstod/>) has been launched on the university website. Information on data storage is included. (The web portal will be translated into English by Q2 2021.) Information has also been communicated in other ways, for example at staff meetings, via data managers at the schools, and by a research data network with representatives from all schools. Information has been handled digitally and to be able to be compliant in the event of changes. No printed materials have been produced since we are moving into a more digitalised era with more information on-line that can also be updated more often.

### Action 9

Information Campaign on Open data

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q3 2019	Office of Academic Policy, Library, IT Department, Communication Office, Executive Office	Information available on website regarding Open Data and ORU's plans. ORU Open Data plan approved by ORU Executive, published on website and distributed to researchers in printed form. A number of seminars will be held.

**Current Status**      **Remarks**

IN PROGRESS

Information on research data has been made more visible via the research support portal on the University website (<https://www.oru.se/forskning/forskningsstod/>). The University Coordinator for Open Science has attended approx. 20-25 meetings to inform about research data. The meetings have been held at each school but with different settings, ranging from the whole school to specific departments and research groups. Information regarding research data has also been presented at one of the Vice-Chancellor's regular meetings open for all employees at ORU. In addition, a Data Access Unit, for support on research data queries, has been established.

A survey on research data (ORU 03434/2020) has been addressed to all researchers and a report on the results was presented in June 2020 on the university's internal web page and on the library's website. The survey showed that researchers have a positive attitude regarding making research data available, but that it is not always possible to do this due to ethical, legal or commercial reasons. More information is available on the internal website: <https://inforum.oru.se/inforum/meddelanden/forskare-ar-positiva-till-att-tillgangliggora-forskningsdata/> (Only in Swedish).

Templates for data management plans have been developed according to international praxis. Workshops are offered on a regular basis, about 15 workshops have been held in 2019/2020, for example in collaboration between Grants Office and the University Library. A Research Data Policy for ORU is being drawn up. This action will be considered complete when a research data policy for ORU is approved and published on website. Timing for this action is Q4 2022.

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Assessment of the most recent recruitment campaigns to indicate what has functioned, and what has not. List areas for improvement.	16. Judging merit (Code)	Q1 2019	HR Department, Executive Office	Official document showing areas that need to be improved. Methods and procedures will be drawn up to achieve significant improvements in coming campaigns.
	<b>Current Status</b>	<b>Remarks</b>		
	EXTENDED	Results regarding the most recent strategic recruitment's are available in the university's annual report. Between 2018 and 2019, ORU implemented a number of major strategic recruitment initiatives that reached out internationally. Specifically, Newbreed can be mentioned. Newbreed is a doctoral MSCA COFUND programme that was implemented between January 2018 and December 2018. In this recruitment, new approaches were used, for example application documents were anonymized before selection and the final candidates gathered at the university for a joint recruitment day. A total of 16 doctoral students from 14 different nationalities were employed. Via Newbreed, ORU has learned how to establish new forms of collaborations. The programme was reviewed in fall 2019 and received very positive remarks. At present, an financial audit of the programme is being conducted where also the recruitment process is one of the aspects being audited. The review and audit will be the base for further improvements and will result in new actions for improvement for ORU as a whole. Along with a new activity to manage improvements in ORU's recruitment processes (see Action 30), new methods for judging merits will also be developed. This action is therefore extended. New timing for action is Q2 2022.		
Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Benchmark with other similarly sized universities, both nationally and internationally. How do they judge merit? How successful are they? What assets do they use? How are publications that are not in English assessed?	16. Judging merit (Code)	Q3 2019	HR Department, Executive Office	Official document showing how other universities judge merit. Develop list of actions that ORU can take to achieve best practice.
	<b>Current Status</b>	<b>Remarks</b>		
	COMPLETED	Clear processes are the key to successful recruitment, especially when it comes to strategic investments. ORU has begun work on clarifying its assessment criteria for the various teacher categories ( <a href="https://www.oru.se/english/working-at-orebro-university/jobs-and-vacancies/applicants-and-external-experts/">https://www.oru.se/english/working-at-orebro-university/jobs-and-vacancies/applicants-and-external-experts/</a> ). At the end of 2020, an internal audit regarding ORU's recruitment processes will be carried out. The audit is intended to answer the following audit questions: Are there documented rules and routines for checking education, previous work experience and references? Do responsible managers have sufficient support in the recruitment work? Is there a follow-up of the recruitment work? This area will result in a new action for ORU. See action 30.		

### Action 12

As a result of above, methodology in the case of international job applicants to assess how publications not written in English can be assessed.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	Q3 2020	HR Department, Executive Office	Written process for assessing publications not in English.
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	<p>The Swedish Agency for Government Employers have based on the Language Act made the recommendation that Swedish authorities cannot require that applications are written in English. However, it is the applicant's responsibility to ensure that the authority understands what is stated in the documents submitted. This means that the applicant must translate their application documents into a language that the authority is expected to master. In the upcoming Action Plan, there will be a new action regarding how this is communicated with candidates.</p> <p>ORU needs to improve the communication with candidates regarding to the Swedish rules for foreign language publications. An indicator is when rules regarding assessment of publications not written in languages that the authority is expected to master have been clarified. The timing for this extended action is Q4 2022.</p>		

### Action 13

ORU requires an improved method of finding suitable evaluators of job applicants from outside of Sweden (and the Nordic countries). This will also involve using contact networks of researchers at ORU.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	Q3 2021	HR Department, Executive Office	Written process for finding evaluators of job applicants from outside of Sweden. Lists of possible evaluators will be kept up to date.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>Since the need for international evaluators differs between the faculties at ORU, it was identified in the Action Plan that this would be investigated in more detail. After discussions with the Deans, more insight has been gained on this issue. One faculty already has procedures in place while one faculty has very little need for international evaluators since much of the education and research is tied to Swedish legislation and protocols. The third faculty is somewhere in between. In the discussions with the Deans, it was clear that there is no need for improved methods for finding international evaluators since this has developed locally at the schools in relation to the extent international evaluators are contracted.</p> <p>Therefore, there is no need for a written process for finding evaluators or for a list of possible evaluators. Instead, work has begun on reviewing the instructions to external evaluators as well as clarifying each faculty's guidelines for recruiting scientifically qualified staff. These will need to be followed up in order to assess if they are efficient. See action 14 and 15.</p>		

### Action 14

Implementation of new procedures for judging merit that are also published on ORU's website.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	Q3 2020	HR Department, Executive Office	Official processes, publication in English on ORU's website.
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	<p>Instead of having a joint method of finding suitable evaluators from outside of Sweden, work has begun on reviewing the instructions to all external evaluators and clarifying each faculty's guidelines for recruiting scientifically qualified staff. These will then need to be followed up in order to assess if they are efficient. Therefore, this action will be extended. A indicator for this extended action is when guidelines for all three faculties are published on the web (both in Swedish and English). New timing for this extended action is Q2 2022.</p>		

### Action 15

Review of new procedures.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	Q4 2021	HR Department, Executive Office	Following the next international recruitment campaign at ORU and review the efficacy and reliability of the new processes. Feed back information to improve processes.
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	At the moment, there are no international recruitment campaigns at a university-wide level in the pipeline. Instead, the action will be extended to follow up the results of the new guidelines for recruitment will be set up. The aim of the new guidelines is that ORU will have more qualified applicants, that clear guidelines will contribute to increased diversity among applicants and that evaluations from external experts will be more homogeneous. The new timing for this extended action is Q4 2023.		

### Action 16

Determine the number of doctoral students at ORU who are on stipends.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	Q2 2019	Executive Office, HR Department, Finance Department	Official report and suggestions presented to Vice-Chancellor. This will enable the ORU Executive to assess the extent of the problem and take further actions if necessary.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	Regarding the number of doctoral students who are financed by stipends, a closer investigation made by the implementation group showed that these only constitute 2% (9 individuals) of the total number of doctoral students at ORU. Further actions are presented in action 17.		

### Action 17

Determine the number of doctoral students at ORU who have difficulties with fourth-year funding. Interview such students to see how they view their situation. Review the pension situation. Contact the stipend providers to discuss why they choose this form of funding.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	Q2 2019	Executive Office, HR Department, Finance Department	Official report and suggestions presented to Vice-Chancellor. This will enable the ORU Executive to assess the extent of the problem and take further actions if necessary.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	At ORU, all doctoral students are ensured funding for four years full time studies (two years for students admitted to the licentiate programme) ( <a href="https://www.oru.se/globalassets/oru-en/education/research-education/regelhandbok-for-utbildning-pa-forskarniva_en.pdf">https://www.oru.se/globalassets/oru-en/education/research-education/regelhandbok-for-utbildning-pa-forskarniva_en.pdf</a> ). This is in part to ensure a secure study environment and financial security for the doctoral students. Swedish legislation (changes in Higher Education act during 2018) now restricts stipend funding for doctoral students. Further, universities are obliged to employ doctoral students with stipend funding when time remaining until graduation corresponds to three years full-time. In order to improve the welfare of doctoral students financed with stipends, The Legal, Financial and Administrative Services Agency (Kammarkollegiet) has an improved insurance specifically for this group. The insurance provides compensation for e.g. illness or parental leave. Because of the new legislation, there is no need to take further actions in this matter.		



### Action 18

Cost of funding of fourth year of doctoral research. If the result is that a significant number of Doctoral students have problems with fourth-year funding, funds might need to be allocated in the annual budget process in the autumn of each year. The Vice-Chancellor might need to decide if this funding stream is permanent and thereby moved to the individual faculties.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	Q2 2020	Executive Office, HR Department, Finance Department	Official report and suggestions presented to Vice-Chancellor.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>Doctoral students should be confident that there is secure funding for their full study period. This is the case at ORU, as described in Action 17. However, if there is not sufficient funding for the full four-year doctoral programme, doctoral students may be admitted to the two-year licentiate programme. The ambition is often that the study period will be extended to a four-year programme when more funding is in place, as long as the student progresses according to plan.</p> <p>At each faculty, discussions have been held regarding how funding of the fourth year of the programme can be ensured. The current possible ways of handling this matter differs between the three faculties, none of them being able to allocate enough funds in their annual budget to cover the cost. However, this is not deemed to be a major concern since all doctoral students have a plan for funding for their whole program and are ensured this funding regardless of eventual changes in circumstances. Therefore, the action is completed.</p>		

### Action 19

Benchmarking. How do other similarly-sized university handle career advice programmes?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	Q3 2019	HR Department, Executive Office	Official document on results and suggestions for implementation at ORU presented to university executive, including a budget.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>A survey was conducted in February 2019 with answers from 10 of the higher education institutions included in the Swedish EURAXESS network (ref. no. ORU 07346/2020). How to handle career advice differs a lot between different universities in Sweden. ORU needs to define in the upcoming action plan, a new action regarding how to handle career advice and career development for researchers. See action 31.</p>		

### Action 20

Package existing courses at ORU into a "pick and mix" programme.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	Q4 2020	HR Department	Suggestion presented to the deans. Programme available and advertised. First course started. Evaluation of first course.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	<p>As mentioned in action 8, a new web portal on research support has been launched on the university website. This web portal will help existing researchers and potential researchers to find support for their research at ORU. On these pages, a calendar has been presented with all existing courses that researchers can benefit from in their continued careers. The pages are to be translated into English in Q2 2021.</p>		

### Action 21

Benchmarking. How do other universities quantify the value of all categories of mobility in recruitment and/or internal promotion? Discuss with several Swedish and European universities to develop a best practice.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q3 2019	Executive Office, HR Department	Report of best practice analysis. Suggestions presented to university executive. Result of benchmarking may lead to executive determining new activities to ensure ORU's competitiveness.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	A survey amongst all 497 EURAXESS members was conducted in spring 2020. Since the response rate was low, the survey was also sent to some of ORU's partner universities as well as within the network for EURAXESS Sweden. In total 31 universities responded. Based on the survey, a on the value of mobility report (ref. no. ORU 07252/2020) was written in fall 2020. The report shows that only 1/3 of the universities have a definition for mobility. At the same time, mobility is valued by: 71 % of the universities regarding recruitment; 58% of the universities regarding promotion, and 35% regarding revision of salary. Mobility is also valued in other ways and it is clear that mobility is valued indirectly in many ways, e.g. since it is seen to improve research production and quality and thus lead to promotions, salary increases etc.		

### Action 22

Inform researchers, even (research) students, about need for mobility in an international perspective.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q1 2020	HR Department	Information in the ORU introductory programme concerning mobility.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	This is done in several ways: * HR informs about the value of mobility via the introductory program. * Sessions on the value of mobility have been introduced into the series of seminars that ORU hosts for doctoral students. * The Centre for Academic Development will introduce the topic in their course "Supervising PhD students" in order for all supervisors to get this information and be able to include this aspect in their mentorship role (as well as being aware of it themselves).		

### Action 23

University policy on value of mobility.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q2 2020	Executive Office, Office for Academic policy	Document on how mobility is defined and valued, available on website to applicants and applied in recruitments. University policy document, approved by Vice-Chancellor.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	Based on the benchmark in Action 21, a definition of mobility as well as the ways mobility should be valued has been discussed at the International Board during fall 2020. As a result of that, a definition on mobility is included in the newly developed Action Plan for Internationalisation (ref. no. ORU 02521/2020) which also clarifies how mobility can and should be valued.		

#### Action 24

Promoting mobility. Using a panel of R1-R4, develop a definition of the term mobility and how it should be valued and documented from a career point of view. Suggestions will be drawn up and presented to the ORU Executive, including the deans of the faculty boards. The result will be an ORU Mobility Policy.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	Q4 2020	Executive Office, Office for Academic policy, Communication Office	Mobility Policy document drawn up and approved. Written information, printed and online, will be made available to all researchers. Those researchers responsible for research staff will be specifically targeted and will be followed up during their annual appraisals.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	In the report on the value of mobility (based on the benchmark in Action 21), ORU has formulated its own definition of mobility as well as how it should be valued. This was presented to the International Board which consists of members from R1-R4 as well as university management. Based on the discussions with the International Board, the definition and ways of valuing mobility was revised and finally included in ORU's Action Plan for Internationalisation that was launched in late 2020 (ref. no. ORU 02521/2020).		

#### Action 25

Co-authorship guidelines.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
32. Co-authorship	Q1 2020	Executive Office, Library	Report on results of consultation.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	The Deans of ORUs three faculty boards believe that there is a risk that university-wide guidelines could create unnecessary bureaucracy.		

#### Action 26

Internal analysis and international comparison presented to all three faculty boards and ORU Executive.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
32. Co-authorship	Q2 2020	Executive Office, Library	Analysis report and presentation.
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	ORU follows the global basic code ALLEA and the Vancouver Convention.		

**Action 27**

Development and publication of ORU Guidelines on Co-authorship.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
32. Co-authorship	Q4 2020	Executive Office, Library	Guidelines published and circulated to researchers. Included in introductory programme package.
<b>Current Status</b>		<b>Remarks</b>	
EXTENDED	<p>ORU has investigated the issue via the Deans and no common guidelines for the whole university are possible to produce. On the other hand, co-authorship is included in the course for PhD supervisors and this information has been expanded and clarified. Work has started on gathering information regarding co-authorship in one section of the University website.</p> <p>The action will be extended and a new indicator is when ORU has information regarding co-authorship available on the University's website including guidelines for co-authorship that applies in different research fields and different ethical aspects of co-authorship to help prevent misuse. The timing for this extended action is Q2 2023.</p>		

**Action 28**

Information in English on ORU's website

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
7. Good practice in research	Q4 2021	Office for Academic Policy, Library, Communication Office	Further develop international web pages with collected information and translated documents. Investigate the use of IT-based translation tools.
<b>Current Status</b>		<b>Remarks</b>	
NEW			

**Action 29**

Further development of the web portal aimed at Research support

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
7. Good practice in research	Q4 2022	Office of Academic Policy, Library, IT Department, Communication Office, Executive Office	Subject-specific information is produced and published on the research support pages. ORU uses the term fair data instead of open data in all communication.
<b>Current Status</b>		<b>Remarks</b>	
NEW			

### Action 30

Development of ORU's recruitment processes

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
16. Judging merit (Code)	Q2 2022	HR Department	The result of an internal audit carried out during autumn/winter 2020/2021 will have resulted in the development of ORU's recruitment processes and new actions to achieve best practice in judging merit.
<b>Current Status</b>	<b>Remarks</b>		
NEW			

### Action 31

Career advice to researchers are provided and career development programs are available for researchers at the R1-R2 level

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development 30. Access to career advice	Q4 2023	HR Department, Executive Office, Grants Office	ORU researchers are provided with career advice and career development programs.
<b>Current Status</b>	<b>Remarks</b>		
NEW			

### Action 32

Increased knowledge of the Swedish language for international staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Q3 2023	HR Department	Courses in the Swedish language and culture are offered on multiple levels for for international staff.
<b>Current Status</b>	<b>Remarks</b>		
NEW			

## 3.2 OTM-R

3.2.1 The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

URL: <https://www.oru.se/english/working-at-orebro-university/the-human-resources-strategy-for-researchers-hrs4r/>

### 3.2.2 Comments on the implementation of the OTM-R principles

#### **Information regarding OTM-R online**

*Indicator:* Translate all steering documents regarding OTM-R into English. Publish steering documents concerning OTM-R on the university's external website.

*Comments on the implementation:* The target has been to translate all steering documents regarding OTM-R (and also other important steering documents) into English. We are almost done but there are still some steering documents that needs to be published on the university's external website.

#### **Education of recruitment committees**

*Indicator:* The HR Department will produce an introductory programme for new committee members in the Academic Appointments Committee regarding OTM-R.

*Comments on the implementation:* Training for new members of the Academic Appointments Committee and new managers has been developed and carried out continuously. The next step is to produce digital material so that the participants can take part remotely and carry out training more in their own time.

#### **Merit-based recruitment**

*Indicator:* We will examine the possibilities of introducing "competence-based recruitment" methodology at ORU.

*Comments on the implementation:* An inspirational lecture on the subject competence-based recruitment as a method was carried out for managers and HR during the autumn 2019.

No decision will be made in the near future if this is a method to be implemented at the university. ORU already recruits based on merits and ensures that recruitments take place openly and transparently, something that is also legislated in Sweden.

#### **Monitor whether the most suitable researchers apply, and that OTM-R delivers on its objectives**

*Indicator:* Benchmark against other universities regarding key indicators for recruitment processes. Introduce measurable targets in the form of key indicators for recruitment. Follow up and evaluate key indicators.

*Comments on the implementation:* Key indicators regarding recruitment are available and are reported mainly in the university's annual report. There is ongoing work within HR to produce more key figures regarding recruitment; this work is followed up in HR's annual operation activity plan.

## 4. Implementation

### 4.1 General overview of the implementation process

Once the HRS4R application was approved in December 2018, an HRS4R Implementation Group was formed. The group is hosted by the Human Resources Department and headed by the same project manager as for the application process. In addition, there are representatives from the Executive Office, the Legal Office, Grants Office, the University Library, and the Communication and Collaboration Department. The group is overseen by a Steering Group which is de facto the university's Internationalisation Board, consisting of the Pro Vice-Chancellor for Internationalisation, the University Director, one of the Faculty Deans/Vice Deans, one of the Heads of School/Deputy Heads of School, one member of Junior Faculty (a researcher who has been seconded from one of the schools), and two student representatives (of which, one is a doctoral student).

The Implementation Group has had regular meetings throughout the two years since the application was approved. During these meetings, activities have been discussed, planned, and evaluated and the action plan has been followed up in detail. Outside the meetings, the group members have been responsible for driving the work with the implementation of the action plan at Örebro University. The head of the Implementation Group has reported to the steering group approx. once per semester as well as meeting the Faculty Boards and their Academic Appointments Committees. In order to extend the implementation beyond boards and committees, the implementation of HRS4R has been integrated as an activity in the annual operations planning process. This has had the effect that many schools and departments have internalized the implementation and its meaning on a local level.

### 4.2 How have you prepared the internal review?

Since the HR Department has the main responsibility for the implementation, the work of the Implementation Group has been included in the department's annual operation activity plan and is thus followed up on an annual basis. In addition, the Implementation Group has reported to the Steering Group regularly. Together, this has built a strong foundation for the internal review carried out after two years where the head of the Steering Group appointed an independent (internal) expert to carry out the review. This reviewer received full instructions, based on the templates from Euraxess, of what the review should cover. The reviewer was given access to the preliminary report in order to review the work that had been carried out during the implementation. Thereafter, the reviewer reported back to the steering group, which considered the results of the review and any additional actions that were deemed necessary before a decision to approve the report with its suggestions for the upcoming time-period. The review documents will be registered and stored in the university's archives.

### 4.3 How have you involved the research community, your main stakeholders, in the implementation process?

Through the Steering Group, the Implementation Group has involved one member of each researcher level from R1 to R4. Further, the Steering Group members also represent the Deans, Heads of School, Junior Faculty and Doctoral Section of the Student Union. Thereby, they have been able to spread information and gather insights and comments from different sections, and levels, of the research community at ORU.



During the implementation phase, researchers have been involved in the development and implementation in the different activities, sometimes through their participation in boards and committees such as the Internationalisation Board (i.e. the Steering Group), the Faculty Board and the Academic Appointment Committees. At other times, input has been gathered in more organic and informal ways such as through ongoing dialogue between administrators and researchers.

#### **4.4 Do you have an implementation committee and/or steering group regularly overseeing progress?**

There is an Implementation Group hosted by the Human Resources department consisting of members from several departments of ORU. Overseeing the work of the Implementation Group is the Steering Committee to which the head of the Implementation Group reports approximately once per semester as well as for certain activities and issues that are overarching.

#### **4.5 Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognised in the organisation's research strategy, overarching HR policy**

HRS4R has been introduced into the ORU's policy and strategy documents gradually as they are being updated and replaced with new versions. In 2020, a new Action Plan for Internationalisation (ref. no. ORU 02521/2020) was implemented in which the implementation of HRS4R is one of the goals for 2021-2024. There is no overarching HR policy at ORU but HRS4R is recognised and incorporated into the University's planning and monitoring processes. This will enable a wider reach within the organisation as well as one more instance for following up on the implementation of HRS4R. In the coming years, other policies and strategies will be revised and aligned to HRS4R. HRS4R concepts are being introduced successively in the university's websites (internal and external).

#### **4.6 How has your organisation ensured that the proposed actions would be also implemented?**

The HRS4R Action Plan for ORU has been anchored in university policies through a decision by the Vice-Chancellor. All decisions are published on this website: <https://www.oru.se/english/working-at-orebro-university/the-human-resources-strategy-for-researchers-hrs4r/>. This decision also includes processes and procedures for follow-up and indicators. Each year, in the autumn, every school and administrative department in the university submits an operation activity plan for the coming year. The senior management of ORU has established an activity for the implementation of the HRS4R Action Plan to which all operation activity plans must link. Every year, the operation activity plan from the previous year is followed up by the university senior management to ensure compliance and the follow-up on results.

#### **4.7 How are you monitoring progress (timeline)?**

The Implementation Group follows up on progress of the activity plan during their meetings. All activities in the action plan have one or two representatives in the Implementation Group who are responsible for reporting on updates, progress, and planned completion. In addition, the monitoring progress is part of the annual follow-up of the operation activity plans for each school and administrative department. This process started in 2019 and is overseen by ORU's senior management.

#### **4.8 How will you measure progress (indicators) in view of the next assessment?**

After the implementation phase, the responsibility for HRS4R will remain with the Human Resources Department, where the Head of the Implementation Group will continue as the person in charge of the

HRS4R work at ORU. The Steering Group will have the main responsibility. Its composition is being discussed at the moment since there is an ambition to move more of the responsibility towards the faculties and the Deans rather than the International Board. This proposed change is expected to lead to better incorporation of the actions in the activity plan into the ongoing work already carried out by the faculties. In order to shift from a project organization to a long-term process-centred organization, the Implementation Group will be disbanded. Instead, the faculty boards will have a more active role. This will also enable the work to be carried out closer to the main stakeholders – the researchers. Administrative departments will be engaged where needed.

#### **4.9 How do you expect to prepare for the external review?**

In good time before the external review (at least six months prior), the University will confirm that all relevant documents are accessible. The HR Department is responsible for collecting all relevant material for each activity in the action plan. The Faculty Boards also need to be involved. It is likely that a project group will need to be appointed prior to the external review; its task is to map how the implementation has proceeded. This project group will go through the templates for the external assessment to determine compliance with all the questions. The external reviewers will be hosted by the Steering Group, which will begin by presenting the university, its ongoing work, and thereafter HRS4R-related activities and results. The project group will also assist in these presentations. If the assessment is on site, the external assessors will be given office space to work and persons responsible for HRS4R implementation will be on hand to answer questions and deal with administrative tasks.