

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: **Jönköping University**

Organisation's contact details:
 Chief HR Officer Ingrid Estrada-Magnusson, Ingrid.Estrada-Magnusson@ju.se +46 708 729674

Web-link to published version of organisation's HR Strategy and Action Plan:
www.ju.se/en/HRS4R
www.ju.se/en/HRS4R/charterandcode
www.ju.se/en/HRS4R/documents

Web-link to organisational recruitment policy (OTM-R principles):
 Appointment procedures: <https://ju.se/employment/appointmentprocedure>

SUBMISSION DATE TO THE EUROPEAN COMMISSION:DECEMBER 10TH 2020

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE (31 Dec 2019)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	318
Of whom are international (i.e. foreign nationality)	Approx 82 Heads
Of whom are externally funded (i.e. for whom the organisation is host organisation)	Approx 93
Of whom are women	146
Of whom are stage R3 or R41 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	90
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	167
Of whom are stage R1 = in most organisations corresponding with doctoral level	62
Total number of students (if relevant)	7851
Total number of staff (including management, administrative, teaching and research staff)	778
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	27 000 000
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	13 000 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10 000 000
Annual funding from private, non-government sources, designated for research	4 000 000

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Jönköping University, JU, is a modern profession-oriented university characterised by a high degree of internationalization, an entrepreneurial spirit and extensive collaboration with surrounding society. JU is one of three Swedish private, non-profit institutions of higher education with the right to award doctoral degrees. JU operates on the basis of an agreement with the Swedish Government and conforms to national degree regulations and quality requirements.

The university is organised as a non-profit corporate group with Jönköping University Foundation as the parent organisation and six wholly owned subsidiaries: the School of Health and Welfare, the School of Education and Communication, Jönköping International Business School, the School of Engineering, University Services and Jönköping University Enterprise

Jönköping University has approximately 12 000 students, of which 2 400 are international students. The university is one of the top universities in international student exchange and among the best in Sweden in terms of attracting international students. Our campus is a truly international academic environment with students and staff from all parts of the world.

Jönköping University operates in close cooperation with business and society both within education and research.

Research

Focus areas within research are entrepreneurship and renewal; technical expertise and know-how for small, medium-sized and large companies; health, care and social work from a holistic perspective; and conditions for education and communication.

Education

The University offers 80 programmes and specialisations at the bachelor and master level and prepares students for working in an international context.

Jönköping University conducts commissioned education and research and also offers preparatory programmes called Pathway programmes, designed for international students.

Research education

JU is entitled to award doctoral degrees in the disciplinary research domain of humanities and social sciences. Within technology, the university issues licentiate and doctoral degrees in the field of Industrial Product Development.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Ethical and professional aspects

From a university perspective – and from a Swedish perspective - research freedom is paramount in all scholarly activities. In practice this means that researchers can freely choose which topic or subject to study, to freely apply any method they choose and to communicate the results as they see fit. There is however a strategic focus for research outlined in the university's operational plan and research conducted by scholars at the university is expected to complement strategic focus areas.

Each of JUs four schools has its own designated focus areas and research activities. In some instances research is conducted in collaboration between two or more of the schools. It is recognised that research policies at the university must be transparent and inform researchers that, while they have the freedom to choose research topics, they need to support JUs focus areas.

The Fundamental Laws of Freedom of Expression and Freedom of the Press Act regulate the entitlement to express and present opinions and disseminate information and views in Sweden. Ethical principles are regulated in the Ethical Review Act and guidelines for ethical assessment and are regulated by the ethical review board. A 'JU Policy for Research and Research Ethics' which stipulates the basic principles for good research practice and research ethics has been formulated by The Strategic Committee for Research. The policy gives researchers at all levels, from doctoral student to professor, support in the principles and protocols that apply at JU.

In order to support researchers in applying the principles for research and research ethics included in the research and research ethics policy, The Strategic Committee for Research has also formulated a support document, "Guidelines to Policy for research and research ethics'. Both the research policy and the guidelines have been written with contributions from the Associate Deans for Research from each school and were anchored within the organization. Details of researcher's professional responsibility is included as a part of the research supervisor training course and in other courses. JU also has guidelines for supervisors and for how supervisors are to be appointed. Professional responsibility is included as a topic in the individual study plan for PhD students.

JUs researchers are aware of the processes and mechanisms that give them assistance and help within their research environment. Researchers get support from JUs University Services for example by project financial administrators assigned to each research group and JUs Grants Office is under development. JU offers, as well, doctoral supervision training and courses to support doctoral supervisors through development of skills and approaches in teaching.

It has come to our attention that information and education on the contractual and legal obligations of researchers are needed to make staff aware of their rights and obligations. This includes information related to the principle of public access to official documents, state laws and responsibility, openness, and insight. Information regarding safe working methods and systems for backing-up data safely and securely is also needed.

Dissemination and utilisation of results and dissemination of research finding to various stakeholders within society is mainly achieved through Open Access, JU s website, education, outreach seminars and Jönköping's Science Park. Within both education and research, Jönköping University maintains close cooperation with business and society.

Progress on gaps identified in 2017:

No. 1, 3, 4, 6, 7 and 22 in the gap analysis - a strategic research committee has been put in place at JU and a Policy for Research and Research Ethics has been developed and ratified. A new process for the development of new strategies involving researchers and other employees has been implemented during the development of the strategic plan for 2020-2025.

No. 2 - JU has a newly appointed ethics committee at the university level.

No.5, 31 - A structure to support knowledge within the area of contractual and legal obligations, as well as within the areas of agreements and IPR, needs to be put in place and

has been included in the new action plan for 2020-2023.

No. 8 - The marketing department is now providing support to disseminate research and an internal structure within JU has been established to facilitate communication with mainstream society. Activities to promote the benefits of research-based journalism in collaboration with societal stakeholders are being established.

No. 10 Non-discrimination - The Government has required that all Swedish universities and university colleges develop their gender mainstreaming work with an action plan. This initiative is currently under implementation and a new action plan is being developed. A new gender equality policy and a new diversity policy have been ratified.

Recruitment and selection

JU aims to be a professional and attractive working place for researchers. JU needs to attract and recruit cutting edge researchers with the qualifications to drive JUs development forward and support achievement of our goals. While working with the gap analysis, we became aware of the need to strengthen our recruitment process, align career paths and qualification requirements and clarify the selection criteria for different categories of employees. We also saw a need to strengthen the recruitment process in order to ensure transparent, open and merit-based recruitments.

Progress on gaps identified in 2018

No. 12, 13 and 21 - During 2017 and 2018 JU developed a new appointment procedure for teachers; "Regulations for Appointment of Teachers at Jönköping University". This document details document career paths, qualification requirements and selection criteria, as well as a clear description of the process that must be followed for the recruitment of teachers and researchers, in accordance with the OTM-R. The development work has been conducted in dialogue with researchers and the executive teams at the different schools. Both the Appointment Procedures for Teachers at Jönköping University and the Administrative Procedures were edited on the basis of feedback provided by the Deans of the schools and have been anchored throughout the organization. The documents were finally approved by the President of JU.

Relocation services have been procured and they are now being used for the recruitment of international faculty.

The need of a Criteria for admission as Associate Professor (Docent) was identified when developing the Appointment procedure for teachers at Jönköping University. A document was developed in dialogue with researchers and the executive teams at the different schools and was approved by the President of JU.

Similar work has been done within the area of recruitment of research students and a document detailing; Admission and Employment Regulations for Doctoral Students at Jönköping University, has now been approved by the President.

Working conditions

The European Charter for researchers emphasises the importance of attractive working conditions and a safe working environment. Work and employment conditions are regulated in laws and agreements. We have a logic and well-defined process for continuous improvement and further development of the work environment with action plans that are closely followed-up. A new work environment policy has been developed and approved.

In January 2020 a total of 82 per cent of JU's employees filled out an employee survey. The survey explored the following areas: Work climate, Leadership, Organisation, Vision and Goals and Collaboration. The majority of all employees have stated that they feel job satisfaction (83 per cent have rated grades 4–6) and most of the employees report that their work tasks are interesting (91 per cent have rated grades 4–6). Confidence in the immediate manager is high. The index value for leadership is 73 per cent, which can be compared with the benchmark average with other HEIs in Sweden of 71 per cent. The working climate is an area for improvement, and refers, among other things, to a need to continue to review the workload (index value 59 per cent) and the possibility of recovery time at work (57 per cent). The index values are in line with the average values for other HEIs according to the benchmarking.

The research environment at JU is reported as stimulating and there is a good research infrastructure. JU researchers have the opportunity to be represented on decision-making bodies and there is an extended system for collaboration between employers and employee organisations. JU offers long-term employment contracts with salary and pension rights which conform to national agreements to a much larger extent than other universities. Our researchers have flexible working hours that can be adapted to the individual's needs. Non-discrimination and equality characterize the workplace and researchers participate in the collaboration and decision processes at their departments. Procedures and structures for conflict management are available.

Gender equality is an area that is under continuous development and close monitoring. As is the case with other Swedish universities, JU has a balance of genders at the R1 and R2 stages but larger and larger unbalance in the higher stages. During the last two years, the proportion of women among newly recruited professors has increased substantially. In 2017, only 15 percent of newly recruited professors were women. In 2018 and 2019, these figures were 57 and 55 percent, respectively. We believe that two initiatives have contributed to increasing the proportion of women who are recruited as professors. One is that **knowledge and awareness of gender equality within the university has improved**, and, secondly, that the recruitment process has been strengthened with a clarification of what is meritorious for different academic appointments.

Mapping of salary differences between men and women are conducted every year and unjustified salaries are corrected immediately after they have been identified.

JU's main gaps from the gap analysis from 2018: No. 23 Research environment – A well-defined quality system for research is under development. The process started with an ARC evaluation (Analysis of quality of research and co-production) during 2018. The ARC18 has there after functioned as 'pilot project' for the development of a quality assurance work and quality system for research at JU. This work will continue with the development of quality reports and quality improvement plans and is a prioritized activity in the new action plan.

Progress on gaps identified in 2018

No 24, 28, 30 – An annual follow-up of the Individual Study Plan (ISPA) for doctoral students—

as part of the quality system at JU— has been initiated. The ISP includes follow up of career planning, is signed by the doctoral student, the supervisor and the manager and is approved by the Associate Dean of the Doctoral Programmes or equivalent. The Career Center at JU supports doctoral students and information is now available on their homepage/student site.

No 27 - A gender mainstreaming action plan was developed in response to the government's directive to all universities in Sweden. A new gender mainstreaming action plan for 2020-2022 has also been developed.

32 – Guidelines concerning co-authorship have been included in the newly developed "Guidelines to Policy for Research and Research Ethics". Issues related to supervision of doctoral students have also been included in the 'Guidelines to Policy for Research and Research Ethics' and in 'Rules and regulations for first, second and third cycle education at JU (BRJU)'.

Training and development

10% of our researchers' working hours are dedicated to training and personnel development activities. JU offers a number of training opportunities and our researchers are free to choose other providers. All JU employees have regular development dialogues with their managers and are able to plan their own skills development. Researchers are encouraged to continuously update themselves scientifically by participating in networks, seminars and symposiums. Courses in teaching and learning for higher education, as well as supervisor courses, are offered internally.

JU's main gaps: A more structured approach to training activities for supervisors of PhD students and a structured mentorship program for them needs to be developed. These are prioritized activities in the new Action Plan.

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

We have the same priorities and our work and efforts to fill the gaps has become more intense. Several new activities have been decided and completed. JU has been successful in attracting funding. This indicates that we are creating an environment that attracts researchers and also puts focus in our ability to attract, recruit and retain well renamed researchers. Our new strategy reflects our efforts to develop the research environment, the quality of JUs research and the quality of our education.

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

The COVID-19 pandemic has had an impact on our way of working and has been a proof of the engagement, the flexibility and the high competence of our teachers and researchers. It has also been a proof of the systems and methods that we had in place.

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

Our new strategic plan strengthens the need of the actions that we decided in 2018, the additional actions that were taken and the actions that have been decided for 2020-2023

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Status	New nomenclature
1) Development of steering documents (research)						
a) Research policy containing rules and practices which apply for research within JU.	1. Research freedom 4. Professional attitude 6. Accountability 22. Recognition of the profession	2018-2020	The Strategic Committee for Research chaired by the Vice President for Research	One common research policy for JU	Complete	1
b) Formulate and implement an ethics policy at JU	2. Ethical principles 3. Professional responsibility 4. Professional attitude 6. Accountability 7. Good practice in research 22. Recognition of the profession 32. Co-authorship	2018-2020	The Strategic Committee for Research chaired by the Vice President for Research	One common research policy for JU	Complete	2
<p>Remarks 1a) and b): The Strategic Committee for Research has formulated a 'JU Policy for Research and Research Ethics' which stipulates the basic principles for good research practice and research ethics. The policy gives researchers at all levels, from doctoral student to professor, support in the principles and protocol that apply at JU.</p> <p>In order to support the researchers in how apply the principles for research and research ethics included in the policy, the Strategic Committee for Research has also formulated a supportive document to the research policy for JU including the "Guidelines to Policy for research and research ethics".</p> <p>Both the research policy and the guidelines have been written with the contribution of the Associate Deans for Research representing their own schools and were anchored throughout their organizations.</p> <p>Both the research policy and guidelines have been ratified on the 23rd of November 2020</p>						
c) A policy within the area of intellectual property rights	31. Intellectual Property rights	2018-2020	President of JU	One common policy for intellectual property rights for JU	Under development, extended to 2022	3
2) Organisational development- research area						
a) A strategic advisory board for research	1. Research freedom 23. Research environment	2018	President of JU	Established Strategic Committee for Research	Complete	4
<p>Remarks: A decision was taken by the President to establish a Strategic Committee for Research the 1 of March 2018. The chair of the advisory board is the Deputy Vice president of Research. Members are the associate deans of research at the Schools and a doctoral student.</p> <p>The decision has been revised in April 2019.</p> <p>The Strategic Committee for Research has been established to strengthen the strategic governance, improve coordination and facilitate the flow of information regarding research issue. In addition, the Strategic Committee for Research has been assigned to coordinate educational issues within doctoral studies between the Schools. The Strategic Committee for Research also has an advisory function in relation to the President on strategic issues of a JU-wide nature within the area of research and doctoral studies.</p>						

<p>b) <i>An Ethics committee at JU providing advice and information to researchers.</i></p>	<p>2 Ethical principles</p>	<p>2019</p>	<p>President of JU</p>	<p>Established ethics council at JU</p>	<p>Complete</p>	<p>5</p>
<p><i>Remarks: On the 23rd of November 2020 the president has established an Ethical Research Committee to assist and advice researchers on research ethical issues and to facilitate and promote ethical research. The mandate of the Committee is to provide advice and information, more specifically: 1) to disseminate knowledge to researchers as well as teachers and students about research ethics and good research practice at JU; 2) to develop ethical guidelines for student theses at all levels (bachelor, master and doctoral); 3) to review and assess research/development projects that do not fall under the Ethical Review Act for research but in which researchers identify research ethical problems and dilemmas; 3) to assist researchers by providing advice, if needed, prior to applying for a review to the Swedish Ethical Review Authority</i></p> <p><i>The committee has been established with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization.</i></p>						
<p>c) <i>Support within the area of intellectual property rights.</i></p>	<p>23. Research environment 31. Intellectual Property Rights</p>	<p>2018</p>	<p>President of JU</p>	<p>Established grants office at JU</p>	<p>In progress, extended</p>	<p>6</p>
<p><i>Remarks: In progress, extended to 2023 by including this area in the development of research services. (See action 30)</i></p> <p><i>A Grants office was established in 2018. In October 2020, the Region Jönköping has decided to continue co-financing the Grants Office at JU.</i></p> <p><i>Science Park Jönköping is also supporting researchers regarding intellectual right. Science Park Jönköping is for example participating in the development of the research and education environment SPARK with meetings of researchers and supporting with education. As a result, two patents have been approved during 2020.</i></p>						
<p>3) <i>Systematic evaluation of research. (project plan available)</i></p>	<p>11. Evaluation/ appraisal systems 23. Research environment</p>	<p>2018-2021</p>	<p>Vice President of Research.</p>	<p>-Research with high quality and social impact -Increased opportunity for collaboration, attraction and competitiveness -Increased visibility and transparency of research -Increased opportunity for external funding for research -Facilitated recruitment of researchers with excellence</p>	<p>In progress – on time</p>	<p>7</p>
<p><i>Remarks: In the Spring of 2018, an external assessment of research and co-production (ARC18) was performed at JU. The assessment was decided by the President and led by the Vice President for Research. The overall aim of ARC18 has been to further strengthen JU's insights on how to continue to support the positive development of the university. More specifically, ARC18 evaluates the criterion for quality research within JU, and provides a means to strengthen its structure for our scientific activities in offering reliable background material for strategic decisions.</i></p> <p><i>To ensure different perspectives, disciplines and cross-boundary learning, four research environments at JU were selected: Lifelong Learning, SPARK, IMPROVE and the Centre for Family Enterprise and Ownership (CeFEO). Each research environment worked diligently to scrutinize and address all the questions and areas of evaluation, and the external experts did extensive work in analyzing, interviewing and synthesizing results. The outcomes have been significantly helpful for JU's continuing work in developing and profiling research at JU. Besides giving examples of strength and high-quality international research, the assessment identified areas with varying potential; highlighting internal functions that could provide additional support and delineating favorable examples of linking research and innovation.</i></p> <p><i>As a follow-up to the ARC18 assessment, JU has hosted two workshops; the first one in June 2019 and the second one in August 2019. The topic for the first workshop was to develop a coherent strategy for academic publishing, internationalization and collaboration. The second workshop followed up on the work done by the participants in the first workshop.</i></p> <p><i>The ARC18 has also functioned as 'pilot project' for the development of a quality assurance work and quality system for research at JU. The development of this system has been approved on the 15th of September 2020 and will be implemented in 2021 (SEE ACTIVITY PLAN 2021-2023)</i></p>						

4) Development of steering documents (HR - OTM-R)						
a) <i>Update and further develop the Appointment procedure for teachers at Jönköping University to meet the OTM-R</i>	12. Recruitment 16. Judging merit (Code) 20. Seniority (Code) Postdoctoral appointments (Code)	2018	CHRO In cooperation with The Deans and Deans of research from the four schools	The following should be developed and regulated: • Eligibility requirements for each teacher-/research category • Transparency about possible career paths • Recruitment process including, advertising, application, evaluation, feedback to applicants, as well as quality assurance mechanisms meeting the OTM-R	Complete	8
<p><i>Remarks: The appointment procedure for teachers at Jönköping University has been revised and approved by the President of JU: The 27th of February 2018 The 9th of May 2019 The 24th of March 2020</i></p> <p><i>The document was written with the contribution of members of faculty representing their own schools and was anchored through the organization. The revisions in 2019 and 2020 were done based on the points of view that were expressed by representants of the organization and anchored through the organization before the document was ratified.</i></p>						
b) <i>An internal audit of the recruiting process at the schools is being done.</i>	12. Recruitment	2018	The Foundation Governing Board	A report presented for JUs Foundation Governing Board. Identified areas of improvement within the recruitment process	Complete	9
<p><i>Remarks: An internal audit of the recruiting process was decided and monitored by the Foundation Governing Board in 2018. The Foundation Governing Board uses the information from the reviews as support for different assignments in order to make further development to the most essential processes, in this case the OTM-R</i></p>						
c) <i>Recruitment tools (guidance, templates, instructions) that meet the OTM-R are being developed</i>	12. Recruitment 15. Transparency 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)	2018	The HR department in cooperation with the chairs of the recruitment committees at the schools	Professional recruitments that meet the standard of OTM-R. Updated recruitment tools Training offered for everyone involved in the recruitment process	Complete	10
<p><i>Remarks: The administrative procedures for the recruitment of teachers at Jönköping University has been revised and has been approved by the President of JU: The 27th of May 2019 The 25th of May 2020</i></p> <p><i>The document was written with the contribution of several administrators representing their own faculties and anchored in the organization through the Deans of each school. The revisions in 2020 were done based on the points of view that were expressed by representants of the Deans of the schools and anchored through the organization before the document was ratified.</i></p>						

d) Agreement with the unions to be able to offer qualification appointments with tenure track	25. Stability and permanence of employment	2018-2019	CHRO	Agreement with the unions is in place	Complete	11
	<p><i>Remarks: This kind of agreement with the unions has to be made at a national level. We are represented by the Swedish Agency of Government Employers and they were not able to come into an agreement with the unions at the national level.</i></p> <p><i>We have therefore decided as part of The appointment procedure for teachers at Jönköping University to have two different positions that give us the possibility to offer qualification appointments with tenure track, giving the employee possibility to develop both pedagogically and scientifically. These positions are part of the career path:</i></p> <ol style="list-style-type: none"> <i>1. Senior Associate Professor, and,</i> <i>2. Associate Senior Lecturer.</i> <p><i>These two positions give our employees better terms of employment than in any other Swedish university.</i></p>					
e) Agreement with the unions to be able to offer interesting temporary assignments as visiting professors	25. Stability and permanence of employment	2018-2019	CHRO	Agreement with the unions is in place	Complete	12
	<p><i>Remarks: This kind of agreement with the unions has to be made at a national level. We are represented by the Swedish Agency of Government Employers and they were not able to come into an agreement with the unions. We continue to give permanent positions for this kind of assignments as we have done before.</i></p>					
5) Relocation services giving support to our international recruits	12. Recruitment	2018	HR department	Procured relocation services in place	Complete	13
	<p><i>Remarks: We have an agreement with the company Human Entrance until the 31st of March 2022. During 2021 we will start the procurement of this services again and will at the same time make an investigation of further services in order to give attractive offerings to top candidates.</i></p>					
6) Development of steering documents (HR) The gender equality policy and the diversity and equal treatment policy need to be updated	27 Gender balance	2018-2020	CHRO	Updated steering documents within these areas.	Complete	14
	<p><i>Remarks: Both a new gender equality policy and a new Diversity policy were approved by the President of JU the 8th of June 2020.</i></p> <p><i>Both policies were written with the contribution of members of faculty and administrators representing their own faculties and were anchored through the organization through the Deans of each school.</i></p>					
7) Structure in place to ensure that all doctoral students receive advice related to career development	28. Career development	2018	The Strategic Committee for Research chaired by the Vice President for Research and each one of the schools.	<ul style="list-style-type: none"> • Individual study plans that show what has been done by way of career planning and that require the employer to sign it • Easy to find information about the activities of the Career Center • Program survey • Alumni survey 	Complete	15
	<p><i>Remarks: An annual follow-up of the Individual Study Plan (ISPA)—as part of the quality system at JU— has been decided on 15th of September 2020.</i></p> <p><i>The content of the ISP is regulated in Provisions and Guidelines for first-, second- and third-cycle courses and study programmes at Jönköping University (BRJU). According to BRJU, ISP shall be followed up annually and the main results of the follow-up compiled for a Quality Report.</i></p> <p><i>In addition, the following information is collected and analyzed on a regular basis: 1) information on the course examiner (gender, academic title, and role at the school), 2) course evaluation is conducted and followed up after each PhD course, 3) Questionnaire for doctoral students, 4) programme questionnaire conducted for doctoral students who graduate; 5) an alumni questionnaire is conducted every third year</i></p> <p><i>Remarks: The Individual study plan (ISP) include follow up of career planning and is signed by the doctoral student, the supervisor and the manager and is decided by the Associate Dean of Doctoral Programmes or</i></p>					

	<p>equivalent. Program surveys and Alumni surveys are components of the Quality system at JU. Program surveys are used for graduated doctoral students and alumna surveys conducted every third year. The Career Center at JU supports doctoral students and information is available on their homepage/student site.</p>					
8) Encourage mobility -	18. Recognition of mobility experience (Code) 29. Value of mobility	2019-2023	Every school	Several activities will be planned and implemented. Focus changed - the overall objective is to improve inter-cultural competence and promote not only physical mobility but also virtual exchange	In progress – extended to 2023	16
<p>Remarks: Included in action 31 Activities to promote and facilitate intercultural competence for staff. Information concerning the international collaborations and activities of researchers at JU is collected and analysed as part of the quality assurance work at each research environments at JU. This quality assurance work is part of the JU's quality system, which was decided on September 15, 2020.</p>						
9) Steering documents – research education						
a) A supervision policy, generic for JU and a supervision policy for each school	36. Relation with Supervisors	2018	The Strategic Committee for Research chaired by the Vice President for Research	A supervision policy, generic for JU A supervision policy for each school	Complete	17
<p>Remarks: Aspects related to supervision of doctoral students are included in two documents: 'Guidelines to Policy for Research and Research Ethics' and in 'Rules and regulations for first, second and third cycle education at JU (BRJU)'. The content of the supervisor guidelines included in BRJU were developed by the associate deans of doctoral programmes or equivalent and anchored throughout the organization. The 'Guidelines to Policy for Research and Research Ethics' have been written with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization. The guidelines have been ratified on the 23rd of November 2020</p>						
b) A co-authorship document where each author certifies their contribution. This should be used for compilation thesis and other articles in general.	32. Co-authorship	2018	The Strategic Committee for Research chaired by the Vice President for Research	Registered co-authorship statement documents	Complete	18
<p>Remarks: Rules and procedures concerning co-authorship are included in the 'Guidelines to Policy for Research and Research Ethics'. These guidelines have been written with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization. The guidelines have been ratified on the 23rd of November 2020 Forms for Co-author statement have been developed and are in use at JU.</p>						
c) A web based course for international supervisors	40. Supervision	2019-2023	The Strategic Committee for Research chaired by the Vice President for Research	Written regulation for supervisors are developed and deployed.	In progress – extended to 2023, see nr 32	19
<p>Remarks: Aspects related to supervision of doctoral students are included in two documents: 'Guidelines to Policy for Research and Research Ethics' and in 'Rules and regulations for first, second and third cycle education at JU (BRJU)'. This will be included in action 32 - Plan for a sustainable HE pedagogical support.</p>						

ADDITIONAL ACTIVITIES DONE:

Additional actions	Gap Principle(s)	Responsible Unit	Indicator(s) / Target	Remarks
20. New strategy at Jönköping University	1. Research freedom	President of JU	New strategy decided by the board	The new strategy has been developed and implemented with the collaboration of all employees
21. Criteria for admission as Associate Professor (Docent)	19. Recognition of qualifications (Code)	CHRO In cooperation with the deans of research from the four schools	Criteria decided by the President	This action was identified when developing the Appointment procedure for teachers at Jönköping University to meet the OTM-R
22. Admission and employment regulations for doctoral students at Jönköping University	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code)	CHRO In cooperation with the Deans of Research and the Directors of Doctoral Programmes	Admission and employment regulations decided by the President	This action was identified when developing the Appointment procedure for teachers at Jönköping University to meet the OTM-R
23. Revision of Regulations for Steering Documents ensuring that all steering documents are translated into English	10. Non discrimination	University Services	New Regulations for Steering Documents decided by the President	
24. New work environment policy	24. Working conditions	CHRO	New Work Environment Policy decided by the President	
25 Employee Survey	24. Working conditions	CHRO	Activity plans have thereafter been compiled in three different levels: for the department, for the school and generally for the university.	A total of 82 per cent of JU's employees filled out the employee survey at the beginning of 2020. The survey gave us good insight of the areas that need to be further developed in order to offer excellent working conditions. All employees have taken part of the results of the survey and have been involved to identify activities to further develop their working conditions.
26. Establishment of Jönköping University doctoral Council	35. Participation in decision-making bodies	The Strategic Committee for Research chaired by the Vice President for Research	The establishment of a doctoral council decided by the President	
27. Systematic evaluation of research environments	11. Evaluation/ appraisal systems 23. Research environment	Vice President of Research	Administrative Procedure for quality reports and quality improvement plans for research environments is in place	
28. HE pedagogical development specifically focused on digitalization	33. Teaching	The Strategic Committee for Education chaired by the Vice President for Education	Digital pedagogical support has been developed 2020.	

NEW ACTION PLAN

Prioritized actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
29. Quality assurance system for systematic evaluation of research - Continued development of quality reports and quality improvement plans	11. Evaluation/ appraisal systems 18. Recognition of mobility experience (Code) 23. Research environment	2021	Vice President of Research	<i>Research with high quality and social impact</i> -Increased opportunity for collaboration, attraction and competitiveness -Increased visibility and transparency of research -Increased opportunity for external funding for research -Facilitated recruitment of researchers with excellence
30. Development of Research Services a) A structure for support in legal and financial matters needs to be developed in the area of contractual and legal obligations b) Workshops and regular information about contractual matters is needed. Legal competence of agreements and Intellectual Property Rights needs to increase among researchers.	5. Contractual and legal obligations	2023	President of JU	Increased capability to attract research funding i.e. higher success rate
31. Activities to promote and facilitate intercultural competence for staff	18. Recognition of mobility experience (Code) 29. Value of mobility	2023	Senior advisor to the president on issues related to internationalisation	<ul style="list-style-type: none"> • Developed support structure (including educational material and information technology) to facilitate virtual exchange activities at JU • Developed and implemented intercultural workshops for JU staff • Established academic publishing workshop series open for both staff at JU and international partners
32. Plan for a sustainable HE pedagogical support (including 9c in the action plan for 2018-2020 - a web based course for international supervisors)	33. Teaching	2022	The Strategic Committee for Education chaired by the Vice President for Education	Developed plan för sustainable HE pedagogical support
33. Implement strategy for promoting efficient communication and visibility of research at JU	8. Dissemination, exploitation of results 9. Public engagement	2018 - 2023	Vertikals Advisory Board Marketing department	- More effective research communication from researchers in collaboration with media using social media -Training and practice for researchers in media/social media communication

ACTION PLAN – HRS4R 2021-2023

2020	2021	2022	2023
3. Policy within the area of intellectual property rights (extended)			
29. Develop and implement a quality assurance system for systematic evaluation of research <ul style="list-style-type: none"> continued development of quality reports and quality improvement plans 			
30. Development of Research Services <ul style="list-style-type: none"> a) A structure for support in legal and financial matters in the area of contractual and legal obligations (extended) b) Workshops and regular information about contractual matters. Legal competence of agreements and Intellectual Property Rights needs to increase among researchers. 			
31. Activities to promote and facilitate intercultural competence for staff <ul style="list-style-type: none"> a) Develop a support structure for staff wishing to incorporate virtual exchange activities into their courses. b) Promote intercultural competence of JU staff by offering workshops related to teaching in the international classroom. c) Facilitate research collaborations between researchers at JU and their colleagues from the low- and middle-income countries by developing an academic publishing workshop series and inter-collegial learning activities. d) Encourage JUs lecturers and researchers to spend a period of time to other schools, universities within Sweden and abroad as well as to other sectors. (extended) 			
32. Plan for a sustainable HE pedagogical support			
33. Implementation of strategy for promoting efficient communication and visibility of research <ul style="list-style-type: none"> a) Develop a support structure for staff wishing to incorporate virtual exchange activities into their courses. (2020-2023) b) Promote intercultural competence of JU staff by offering workshops related to teaching in the international classroom. (2021-2022) c) Facilitate research collaborations between researchers at JU and their colleagues from the low- and middle-income countries by developing an academic publishing workshop series and inter-collegial learning activities. (2021-2022) 			

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.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

Open, transparent and merit based recruitments are now the rule in our organization and our steering documents strengthen the ambition to attract the best researchers giving men and women of all nationalities the same opportunity to compete for JUs tenure track positions. Even so, we can see that men tend to apply for positions where they may lack merits and sometimes succeed in getting those positions while women are much more cautious and miss opportunities. We are therefore encouraging women to be more courageous at the same time as we make sure that men and women get the same opportunities to develop their qualifications. When implementing our steering documents

we got aware of further needs and therefore took the following actions: 1) revise the appointment procedures for teachers and the administrative procedures with, among others, two different positions that give us the possibility to offer qualification appointments with tenure track that give the employee possibility to develop both pedagogically and scientifically. These positions, Senior Associate Professor and Associate Senior Lecturer, are part of the career path. These two positions give our employees better terms of employment than in any other Swedish university. 2) Decide on a common criteria for admission as Associate Professor (Docent). 3) Develop and decide common admission and employment regulations for doctoral students at Jönköping University.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

All the documents can be found in the same site.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

During the last three years we have worked intensely with the development and implementation of the 19 activities stated in the HRS4Rs activity plan for 2018-2020. We have furthermore developed and implemented several other activities that also close gaps mapped in 2017 using the HRS4R methodology. All in all, we can now see that we have closed 41 out of the 58 gaps that we identified in 2017. We have continued to use the HRS4R methodology to facilitate Jönköping University's continuous improvement toward becoming the excellent research institution we aim to be. New gaps have therefore been identified and closed. Our Vice President for Research continues to follow up on the development plans stated in the action plans. JUs Executive Team is closely involved as the activities have been prioritized and identified as important for the development of JU to be an attractive organization for researchers from all over the world. Administratively, a spread sheet is used to monitor the activities and each activity has its own project plan with the following headings: background and purpose, objectives and output, delivery targets, delimitations, risks. Organisation (project sponsor, chairman of the steering group, project leader, project group, reference groups), stakeholder analysis and schedule.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

The internal review has been carried out by the Vice President of Research and the HR director. Each one of the responsible for the different activities (project leader) has given input about the status, progress and remarks of their own activity. Other activities that cover development areas identified when making the gap analysis in 2017, have been mapped in order to be able to see the total progress of covering the gaps. JUs Executive Team where the President, the Executive Vice president, the Vice Presidents Deans and other Executives are represented have been involved and have been advisory on which activities that will be included in the activity plan for 2021-2023

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

All the actions in the action plan involve our research community in different ways. All the steering documents are sent to the schools to give them the opportunity to give their points of view and suggestions on how to proceed. We have two strategic advisory boards, one for research and the other for education who are involved in the development of the activities of the HRS4R activity plan.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

The reference group for the HRS4R development, implementation and monitoring is the Executive Team with representation of the Deans of all the schools, the President, the Executive Vice president, the Vice Presidents and other Executives. The group of rector with the representation of the President, the Executive Vice President, the Vice President of Research, the Vice President of Education and the President's Advisor for Internationalisation are directly monitoring the HRS4R activities and giving advice to the different project leaders.

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

There has been an alignment between HRS4R and the policy for Quality Assurance of Research and Education at Jönköping University. The HRS4R award is also an important part of our strategic plan as part of our enabler attractiveness (attractive employer) and the Appointment Procedure for Teachers at Jönköping University meets the OTM-R and refers to the Code for the Code for the Recruitment of Researchers.

- How is your organisation ensuring that the proposed actions are also being implemented?

The President is the sponsor of all activities and all the steering documents are implemented by a formal decision of the President.

The Foundation Governing Board is informed about the activities and in some cases they have decided on having internal audits performed by external auditors to make sure that the decided steering documents and processes are being followed. An example is the internal audit of the recruitment process.

- How are you monitoring progress?

The gap analysis is used continuously to monitor that the different gaps are being closed. New gaps will be put into the gap analysis when discovered.

- How will you measure progress (indicators) in view of the next assessment?

We have a follow up system to monitor the actions by identifying if the actions are completed (ticked off), in progress on time (green), not on time (yellow) or if anything is not being done (red). We also have a system to monitor gaps that have been closed and eventually new gaps that are identified.

- How do you expect to prepare for the external review?

We are making sure to have a clear and transparent structure so that the external reviewers can easily follow how the gaps are being closed by the different activities, but also how we are working with the different activities making sure that our research community is being involved.

We are making sure to communicate to the research community the HRS4R as a process for continuous improvements that is part of our process for quality assurance.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.