

Internal Review

Case number: 2019SE474125

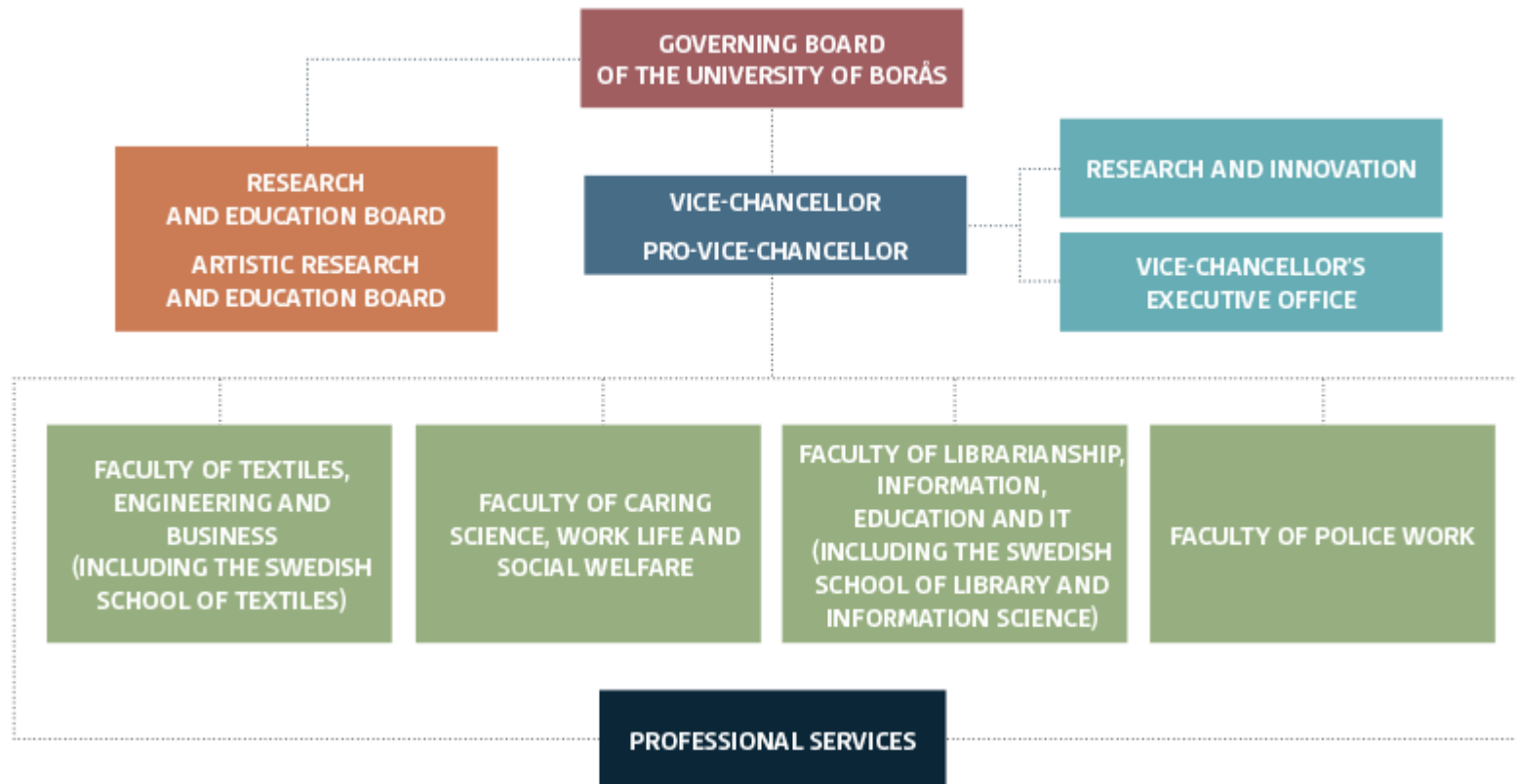
Name Organisation under review: University of Borås, Sweden

Organisation's contact details : Kim Bolton, Pro-Vice-Chancellor (kim.bolton@hb.se)

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
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) *	<i>UB does not keep statistics on employees' nationalities</i>
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	43
Of whom are women *	191
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	225
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	4
Of whom are stage R1 = in most organisations corresponding with doctoral level *	60 (<i>doctoral students with employment</i>)
Total number of students (if relevant) *	18 272
Total number of staff (including management, administrative, teaching and research staff) *	760
RESEARCH FUNDING (figures for most recent fiscal year)	€ (rate: 1 SEK=0,088 €)
Total annual organisational budget	18 761 336
Annual organisational direct government funding (designated for research)	9 335 216
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4 286 666
Annual funding from private, non-government sources, designated for research	3 408 416

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

At the University of Borås (UB), learning, knowledge, and innovation of high quality and with significant social relevance take place in a setting that meets the highest international standards of quality. UB has approximately 18 300 students and 800 employees. Much of our research and education programmes tie in to Agenda 2030. Many of our subject areas have access to unique laboratories and equipment.

We are well-known for our Swedish School of Textiles and Swedish School of Library and Information Science. Our Science Park Borås is a national leader when it comes to addressing issues of sustainability and consumption.



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Research conducted at the University of Borås (UB) is based on the needs of its educational programmes as well as the surrounding society. UB has a well-established research organisation with six priority research areas that are comprised of research groups. UB participates in the Swedish Higher Education Authority's review of quality assurance work within research, with the purpose of ensuring that the quality assurance work promotes high quality in research and contributes to the quality development of the university. As part of this participation, UB has its own quality assurance system that includes external peer reviews of the research quality. The quality assurance system is in place and has been implemented for the past two years. This includes the development of strategies for the six priority research areas, plans for the research groups, research advisory councils and external peer reviews. One of the six priority research areas has completed the external review cycle (which takes 2.5 years), two are being reviewed, and the remaining three are planned to start in 2024-26. An internal revision group has recently been developed to assess the suitability of the quality assurance system and its implementation. It is expected that the Swedish Higher Education Authority's review of the quality assurance system – which is an external revision – will begin in 2024.

A research ethics committee has been established as part of the university's Research and Education Board and the Artistic Research and Education Board. This committee has created a webpage with information on ethics (<https://www.hb.se/en/staff/for-my-work/research-support/good-research-practice/>); it provides assistance to researchers regarding applying for ethical reviews and it has organised seminars and other events to discuss research ethics and research freedom. This committee is also a member of a network of western Sweden universities and of the Swedish Association of Research Managers and Administrators (where research ethics are discussed).

Furthermore, the Security Policy has been updated and the new Communications Policy as well as the new Policy for External Engagement have been implemented in the organisation.

Remarks (max 500 words)

See the table of actions for more details.

The development and implementation of the actions discussed in this section are part of the university's quality assurance system and are therefore integrated into the university's activities. This quality assurance system is subject to both internal and external revisions, although the internal revision is rather new for the university and has not yet been commented on by the external revision.

--

Recruitment and selection:

The UB steering documents called the Appointments Procedure, Rules for the Recruitment and Promotion of University Teachers, Guidelines for Reviewers, and Admission Regulations, and Appointments Procedure for Doctoral Students regulate the area of recruitment and selection. The procedures are thus well established and clear for all parties involved. The channels for disseminating employment opportunities are well developed and include social media such as LinkedIn. Adverts for positions that do not require skills in the Swedish language are advertised on Euraxess. The university's employment committee is part of the university's Research and Education Board and the Artistic Research and Education Board. Applications for positions R2 to R4 are reviewed by external peers, and applications for R1 positions are managed by the research committees (which are also part of Research and Education Board and the Artistic Research and Education Board).

The university's terms of employment have been translated to English and published on the university website. Information about terms of employment and links to other relevant information are available in a guideline and will be published on the university's website during the first half of 2023. Information about career development prospects has been translated to English and is available on the university website. The information provided on this website will be further developed during 2023.

Furthermore, the process for recruiting researchers may take too long and this needs to be evaluated.

In addition, goals and KPIs for internationalisation have been developed and implemented. The year 2023 will be the first time that the KPIs will be followed up and assessed. The need for incentives to promote mobility still needs to be analysed.

Remarks (max 500 words)

See the table of actions for more details

Recruitment and selection process is an integrated part of the university's quality assurance system.

Working conditions:

Many of the principles in the area of working conditions are regulated by Swedish law. In addition, working conditions are regulated in the UB Local Collective Agreement and the Local Working Hours Agreement. There are also several documents regarding work environment and quality assurance, equal opportunities, gender mainstreaming etc. In order to evaluate the employees' experiences, UB performs an employee survey every second year which includes questions regarding working conditions. UB furthermore distributes a student survey as well as a survey for doctoral students. Questions about working conditions are included in all of these surveys. In this way, discrepancies are detected and taken care of and included in the Action Plan for Systematic Work Environment Management. Many of the actions related to this thematic area have already been discussed above (they overlap with the previous thematic areas) and will not be repeated here.

Doctoral students are provided career guidance from Professional Services. All doctoral students also have a director of studies that ensures each student has had career guidance. Supervisors also have an informal role to guide doctoral students when it comes to a future career within academia. More frequent career activities for the doctoral students, such as meetings with companies, have also been implemented. A language café to enhance the Swedish language for non-Swedish speaking doctoral students has also been started. It can be noted that the doctoral student survey of 2023 shows that a higher proportion of doctoral students are satisfied with the career support they receive than during earlier surveys.

The directors of studies for the doctoral education programmes have annual meetings with the doctoral students to discuss and follow up on their departmental duties, which is often teaching. This ensures that doctoral students are offered teaching when possible and that they do not get burdened with too much teaching. However, sometimes the planned teaching distribution amongst staff changes due to sick leave, resignation, etc. During such situations, doctoral students can suddenly be scheduled to do more teaching than planned. General guidelines for the departmental duties of doctoral students are also in the process of being established.

From 2023, all employees at the university are obliged to have performance review meetings (it was voluntary prior to this date). The individual development plan, which focuses on future goals of the employee, is a part of the performance review and is followed up on during the salary negotiations. Working conditions are also a central theme of these dialogues.

Investigation of the possibility of giving newly appointed researchers sufficient research time was raised at a meeting of the Vice-Chancellor's Advisory and Quality Council where it was decided that further discussions will take place at the university's employer forum. This still needs to be done.

Guidelines for English Translation has been implemented which ensures that all relevant documents are translated to English. New employees are also provided when information prior to starting their employment. The university also actively works for a discrimination-free organisation.

Remarks (max 500 words)

See the table of actions for more details

Since 2021 the University of Borås has had a systematic annual planning, implementing and following up of our working conditions. This includes discussions with researchers regarding their working conditions. The university has goals for good working environments and to be an organisation that is free from discrimination.

<https://www.hb.se/en/staff/my-employment/work-environment1/>

Training and development:

It is of great importance that all members of staff are given the opportunity for training and development on a regular basis. Junior lecturers that are pursuing their doctoral studies are given at least 50% off full-time for these studies, and all doctoral students are given at least four years of full-time studies to complete their degrees. Senior lectures are given 20% professional development time and professors are given 50%. External funding can be used to increase this time, but all senior researchers are expected to contribute to UB's educational programmes. In addition, UB offers a number of opportunities and courses for researchers' professional development. Training and development are planned and evaluated during performance review dialogues and follow-up meetings for doctoral students. As mentioned above, research advisory councils have been established at the Faculties, strategies have been developed for the research areas, and research plans have been developed for each research group. These will include the areas of scientific development and the acquisition of qualifications. The need for improved and extended career guidance for all researchers R1 to R4 is still being analysed. Actions related to this thematic area have already been discussed above (they overlap with the previous thematic areas) and will not be repeated here.

Remarks (max 500 words)

See the table of actions for more details

The development and implementation of the actions discussed in this section are part of the university's quality assurance system and are therefore integrated in the university's activities. This quality assurance system is subject to both internal and external revisions.

Have any of the priorities for the short and medium term changed? (max 500 words)
No

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)
<p>There have been two changes that have affected the university's work with our HR strategy. The first is that we have fine-tuned and implemented our quality assurance system for research. This is described above and in the table of actions. One change that has not been mentioned is that the chairs of the Research and Education Board and the Artistic Research and Education Board – which are collegial bodies – are now members of the Vice-Chancellor's Advisory and Quality Board. This increases the interaction between the collegial body (representing R1 to R4) and the line managers, which includes researchers in all discussions.</p> <p>The second change is that we have implemented systematic reviews of the work done towards achieving the university's goals (<i>the attractive university</i> and <i>complete academic environments</i>) including identification of KPIs that are followed up on an annual basis. This will be implemented for the first time in 2023 (initial implementation began in 2022).</p> <p>Both of these developments support the university's work with the HRS4R actions and includes them in our systematic processes.</p>

Are any strategic decisions under way that may influence the action plan? (max 500 words)

No strategic decisions that could influence the action plan are foreseen in the near future. We have a new vision (established by the Governing Board at the University of Borås in the first half of 2020) and new goals and strategies 2021-2025 (established in the second half of 2020). As described in the previous section, these are being implemented and support the HRS4R action plan.

It is expected that the Swedish Higher Education Authority will review our quality assurance system for research in 2024.

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 or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code)
- 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
<p>1. Development of education in the area of freedom of research</p> <p>Guidelines including research freedom have been established, but these must be disseminated to develop knowledge and competence in the area.</p>	1	As from Q3/2021	Vice-Chancellor, Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU)	<p>Targets: -Increased knowledge in the area of research freedom.</p> <p>Indicators: -Amount of educational material offered. -Number of researchers that participate in the education.</p>	Completed	<p>The Research and Education Board organised a seminar on the topic of <i>Academic Freedom</i> during the first half of 2022. There were several contributions from the university's personnel and an external guest, Svante Nordin, from Lund's University. Approximately 30 people participated in the seminar.</p> <p>An anthology based on this seminar will be printed during 2023 to enable spreading of the results of the seminar to all researchers at the university.</p> <p>There have also been discussions of research freedom at several of the university's departments that have been attended by members from the Research and Education Board's and the Artistic Research and Education Board's Research Ethics Committee.</p> <p>The Research and Education Board and the Artistic Research and Education Board will ensure that these types of seminars and discussions will be continued on a regular basis.</p>
<p>2. Development of education for experienced researchers/supervisors in the area of ethical principles</p> <p>For doctoral students, ethical issues are included in courses and during introduction. However, experienced researchers also need access to professional development in this area.</p>	2, 3	As from Q3/2021	Vice-Chancellor, Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU)	<p>Targets: -Increased knowledge in the area of ethical principles.</p> <p>Indicators: -Amount of educational material offered. -Number of researchers that participate in the education.</p>	Completed	<p>A Research Ethics Committee was established as a part of the Research and Education Board and the Artistic Research and Education Board's in 2022. This committee organised a seminar <i>Fundamental understanding of applications to the Swedish Ethical Review Authority</i> (Etikprövningsmyndigheten) during the second half of 2022. Approximately 30 people attended this seminar.</p> <p>This seminar will be followed by a seminar on how to apply for ethics approval from the Swedish Ethical Review Authority that will be arranged during the first half of 2023.</p> <p>In addition to this, members of the research ethics committee have given presentations, and been involved in dialogues, at local</p>

						<p>arrangements at the university, such the university's Professors' Collegium.</p> <p>The Research and Education Board and the Artistic Research and Education Board will, via the Research Ethics Committee, ensure that these types of seminars and discussions will be continued on a regular basis.</p>
<p>3. Development of information on the website regarding research ethics</p> <p>There is a lack of information on the website regarding research ethics and this needs to be improved.</p>	2	As from Q1/2022	Professional Services (Academic Affairs Office and Communications Office)	<p>Targets:</p> <p>-Increased knowledge in the area of ethical principles.</p> <p>Indicators:</p> <p>-Availability of information on the website.</p> <p>-Number of people that access the information.</p>	Completed	<p>The Research Ethics Committee, with support of the university's Communications Office, created a webpage on research ethics during the first half of 2022.</p> <p>This webpage is available at: https://www.hb.se/en/staff/for-my-work/research-support/good-research-practice/</p> <p>Since its creation, the webpage has been visited nearly 500 times.</p>
<p>4. Development of a function that advises researchers when applying for ethical reviews</p> <p>There is a lack of support to researchers regarding ethical reviews and this needs to be improved.</p>	2	As from Q3/2021	Vice-Chancellor or Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU)	<p>Targets/Indicators:</p> <p>-There is a function that advises researchers when applying for ethical reviews.</p>	Completed	<p>A Research Ethics Committee was established as a part of the Research and Education Board and the Artistic Research and Education Board's in 2022. An important function of the committee is to systematise guidance for ethical reviews. The committee had seven meeting during the first year with approximately 1-2 ethical review questions per meeting.</p>
<p>5. Development of Research Plans for all Research Groups</p> <p>As part of the quality assurance work on research, it has been decided that all research groups are to produce a Research Plan. These plans are to specify strategies, projects and activities, plans for dissemination and external engagement, career</p>	4, 8, 9, 11, 23, 28, 30, 37, 38, 39	As from Q1/2021	Deans of Faculties	<p>Targets:</p> <p>-Research Plans for all research groups have been developed.</p> <p>Indicators:</p> <p>-Research Plans for all research groups have been developed. These plans specify strategies, projects and activities, plans for dissemination and external engagement,</p>	Completed	<p>Research Plans for all research groups have been developed. These plans describe the criteria listed under 'indicators'. However, several of the research groups need their plans to be confidential if they are to support development of the group's research. Focus has therefore been shifted to the university's six priority research areas, to which the research groups belong. Each priority area has a strategy that describes the criteria listed under 'indicators'. These strategies are used by the university's Governing Board at the University of Borås when distributing research funding, and are publicly available documents. Research Plans can be appended to these strategies, and in this case they are also publicly available.</p>

development and scientific development and improvement of research facilities.				career development and scientific development and improvement of research facilities.		
<p>6. Development and implementation of Research Advisory Councils</p> <p>The Research Plans mentioned above will be followed up on and form the basis for discussions in the Research Advisory Councils that will be established at UB.</p>	4, 8, 9, 11, 23, 28, 30, 35, 37, 38, 39	As from Q1/2021	Deans of Faculties	<p>Targets/Indicators:</p> <ul style="list-style-type: none"> -Research Advisory Councils have been implemented. -The Research Plans are evaluated and further developed. 	Completed	Each of the university's four Faculties have at least one research advisory council that meets at least twice a year. As several of the Research Plans are confidential, they are not explicitly followed up on at the council meetings. Instead, these council meetings are a place where the departmental leaders meet the research leaders to discuss, from both departmental and research perspectives, what is needed to develop research in the university. These discussions, which include following up on decisions made at previous meetings, are based on the departmental goals and strategies as well as those of the six priority research areas. The research advisory council meetings are important for aligning the goals of the department and research areas.
<p>7. Update of the Information on Security Rules and instructions for users</p> <p>The rules and instructions will be revised according to updated regulations, current data protection requirements, and ISO27001.</p>	7	Q4/2022	Professional Services (IT Office)	<p>Targets/Indicators:</p> <ul style="list-style-type: none"> -Information on Security Rules and instructions are updated. 	Completed	<p>Information on Security Rules and instructions were updated 2023-03-15.</p> <p>A function that advises researchers on IT security issues was established 2022-05-04. Approximately 30 researchers have gained assistance since this function has been established. A webpage with support for researchers regarding information security was published 2023-03-01 (in Swedish). The webpage will be translated into English no later than 2023-06-30.</p>
<p>8. Implementation of the new Communications Policy</p> <p>The new policy needs to be complemented by goals and plans and these must be</p>	8	As from Q4/2021	Professional Services (Communications Office)	<p>Targets:</p> <ul style="list-style-type: none"> -The Communications Policy is implemented. <p>Indicators:</p> <ul style="list-style-type: none"> -The Communications 	Completed	The new Communications Policy was established in the second half of 2022. This policy is available at: https://www.hb.se/en/staff/for-my-work/communication/policies-and-guides/communications-policy/

<p>disseminated throughout the organisation.</p>				<p>Policy has been used to develop goals and plans for communications.</p> <ul style="list-style-type: none"> -Number of workplace meetings visited. -Number of training sessions offered. 	<p>The updated Communications Policy has been implemented by sending it via email to different target audiences, through meetings with for example management, research groups, workshops, as well as presentations for new employees.</p> <p>Once a year, all research group leaders and research area representatives are invited by the Communications Office in order to evaluate last year's research communication actions, to set new goals, and to form a strategy for the coming year – in connection to the research area's own strategy documents and their needs. Encouraging researchers to invite the Communications Office for coaching etc. is part of the everyday dialogue between researchers and the Communications Officers.</p> <p>Communications support for all doctoral student is provided prior to their doctoral defence. Communications support is offered, i.e. writing a news article/press release and media training, as well as thesis printing support. More information on the support offered can be found here: https://www.hb.se/en/staff/for-my-work/research-support/doctoral-student/licentiat-public-defence-and-doctoral-degree/printing-of-thesis/</p> <p>A yearly invitation is sent to all researchers and doctoral students to take part of European Researchers' Night in Sweden, a yearly science festival initiated by the European Commission. Activities in Borås 2022 were organised by the university together with the Navet Science Center. Researchers present and communicate their research to the public. All participating researchers are offered coaching/support from the Communications Office prior to their participation. More information about this can be seen here: https://www.hb.se/en/about-ub/current/news-archive/2022/october/science-all-week--see-all-the-pictures-from-researchers-friday/</p>
--	--	--	--	--	--

						A yearly invitation is sent to all researchers and doctoral students to participate in the Researchers' Grand Prix (part of the European Researchers' Night in Sweden), a national competition where researchers present their research in four minutes. All participants are offered professional coaching.
<p>9. Development and implementation of an Action Plan for the systematic translation of relevant documents to English</p> <p>The Guidelines for Translation to English are not fully followed and this needs to be improved.</p>	8	Q4/2022	Professional Services (Communications Office)	<p>Targets:</p> <p>-An action plan for the systematic translation of relevant documents to English has been developed (Q3/2021).</p> <p>-All relevant documents are translated to English (Q4/2022).</p> <p>Indicators:</p> <p>-An action plan for the systematic translation of relevant documents to English has been developed.</p> <p>-Number of documents that are relevant for non-Swedish researchers that have been translated into English.</p>	Completed	<p>Guidelines for English Translation Reg. no. 757-16 were adopted in 2017. These guidelines are available at: https://www.hb.se/en/staff/for-my-work/communication/services-and-support/language/translation/guidelines-for-english-translation/</p> <p>An Action Plan for HRS4R and Translation was developed in the first half of 2021 to plan for activities to improve adherence to our Guidelines for English Translation and increase the translations available for researchers working at the university. This action plan is available at: https://www.hb.se/en/staff/for-my-work/communication/services-and-support/language/translation/action-plan-for-hrs4r-and-translation/</p> <p>Although this activity is marked as completed, work continues when it comes to ensuring our Guidelines for English Translation are followed. The primary guideline is that departments' managers have the responsibility of ensuring that documents produced by that department (that are relevant for English-speaking employees or students) are sent to the Communications Office for translation.</p> <p>Guideline adherence has improved over time, including as a result of the activities completed as part of the Action Plan for HRS4R and Translation, but needs further improvement. Therefore, plans are underway by the Vice-Chancellor's Executive Office to make changes to decision-making routines so that all relevant documents must systematically be sent to the Communications</p>

						Office for translation upon being formally adopted. The Communications Office has good capacity for all translation requests. Each year or the last three years, it has translated/updated on average 426 documents (208,188 words) (and proofread, on average, 43 texts in which the translations were written by other departments.)
<p>10. Development and implementation of goals for external engagement and collaboration with society</p> <p>The new policy needs to be complemented by goals and plans for implementation.</p>	8, 9	As from Q1/2022	Research and Innovation	<p>Targets: -Goals for external engagement and collaboration with society have been developed and implemented.</p> <p>Indicators: -Document describing goals for external engagement and collaboration with society has been developed and implemented in the organisation.</p>	Completed	<p>In 2020, the Governing Board at the University of Borås adopted a new vision statement for the university. The new vision is <i>Together, we take responsibility for the future. Through continually developing distinctive education and research, we make a difference.</i> The word ‘together’ shows that we take responsibility with external actors and we take responsibility for society.</p> <p>Later in the same year the university revised its goals to <i>The attractive university and Complete academic environments 2.0.</i> Link to the webpage with more information: Vision, goals and strategies - University of Borås (hb.se)</p> <p>Text in the above link describes the importance of external engagement and collaboration with society.</p> <p>Each research group has Research Plans, and each priority research area has a strategy, where existing and future collaborations are described. These collaborations and their effect on research quality and societal development is evaluated by an external review group as part of the university’s quality assurance system. The report from the review group results in an action plan for the research area to increase the quality of research.</p>
<p>11. Implementation of the external evaluations of research environments in a six-year cycle</p> <p>It has recently been established that all UB research environments will be evaluated by</p>	11	As from Q3/2020 (first evaluation is from Q3/2020 until Q2/2023)	Deans of Faculties	<p>Targets: -External evaluations of research environments in a six-year cycle have been implemented.</p> <p>Indicators:</p>	Completed	<p>The university has six priority research areas. Each research area is subject to an external evaluation once every six years. The evaluation process takes 2.5 years, and includes writing a self-evaluation, audits by the external review group, writing an action plan based on the external review group’s report, and evaluation of implementation of the action plan. One of the university’s research areas began its evaluation process in</p>

external advisory groups in order to ensure and improve the quality of research.				<ul style="list-style-type: none"> -Self-evaluations have been written. -External audits have been conducted. -External groups have submitted the review. -Action plans for developing the research environments have been implemented. 		June 2020 and has completed the entire process; a second area began in June 2021 and a third in June 2022. The remaining three areas will have their processes begin in the coming three years.
<p>12. Develop information regarding working conditions for applicants</p> <p>Information for applicants needs to be developed regarding working conditions.</p>	13	Q4/2021	Professional Services (Human Resources)	<p>Targets:</p> <ul style="list-style-type: none"> - Adequate information about employment conditions and terms on UB's website both in Swedish and in English. -Links in advertisements to the information about employment conditions and conditions on the website. <p>Indicators:</p> <ul style="list-style-type: none"> -Annual follow up on the information available through the website and if a link has been made in advertisements. 	<p>In progress</p> <p>New timing Q2/2023</p>	<p>Information about employment conditions and links to other relevant information is available in a guideline and is published on the university's website.</p> <p>The university has a recruitment system that links advertisements to the information about employment conditions.</p> <p>The university's terms of employment and local terms of agreement have been translated to English and published on the university website. This can be found here: https://www.hb.se/en/staff/my-employment/terms-of-employment/</p>
<p>13. Develop information regarding career development prospects for applicants</p> <p>Information for applicants needs to be developed regarding career development prospects.</p>	13, 15	Q4/2021	Professional Services (Human Resources)	<p>Targets:</p> <ul style="list-style-type: none"> -Adequate information about career development on UB's website both in Swedish and in English. <p>Indicators:</p>	Completed	<p>Information about career development prospects has been translated to English and is available on the university website: https://www.hb.se/en/staff/my-employment/recruitment-and-careers/</p> <p>Note that one needs to click on the box in the upper left-hand corner to get detailed information.</p> <p>Information provided on this webpage will be further developed during 2023.</p>

				-Links in advertisements to the information about career development on the website and if a link has been made in advertisements.		The university has a recruitment system that links advertisements to this information.
<p>14. Develop information regarding rights and obligations for applicants</p> <p>Information for applicants needs to be developed regarding rights and obligations.</p>	13	Q4/2021	Professional Services (Human Resources)	<p>Targets:</p> <p>-Adequate information regarding rights and obligations for applicants on UB's website both in Swedish and in English.</p> <p>Indicators:</p> <p>-Link in advertisements to the information regarding rights and obligations for applicants on the website and if a link has been made in advertisements.</p>	Completed	<p>This information, which is available on the university website, has been updated and translated. For example, the website gives information about how applicants can appeal against a decision made by the university. This is the relevant link: https://www.hb.se/en/about-ub/work-at-ub/</p>
<p>15. Evaluate the length of recruitment processes for researchers</p> <p>The time required for the recruitment of researchers needs to be evaluated. At present, the process is estimated to take anywhere from two months to six months. The variation depends on the subject area.</p>	13	Q4/2022	Professional Services (Human Resources)	<p>Targets:</p> <p>-Develop the process for recruiting researchers so that the various steps take less time and so that the whole process becomes more efficient.</p> <p>Indicators:</p> <p>-Follow up on the recruitments that have been made and review the average length of time for these. The average time can</p>	Extended New timing Q2/2024	<p>The university (Human Resources) has booked a meeting with the distributor of the university's recruitment system to learn whether the system can generate statistics (including the time it takes to recruit researchers). These tools will enable us to evaluate recruitments that begin in the second half of 2023 or later.</p>

				then be followed up on.		
<p>16. Evaluate the consistency between the various documents used in the recruitment process</p> <p>The steering documents used in the recruitment process need to be aligned with each other.</p>	14, 16	Q1/2022	Professional Services (Human Resources)	<p>Targets: -Achieve a uniform recruitment process where all steering documents, instructions, and templates are aligned with each other.</p> <p>Indicators: -Follow up on completed audits regarding the recruitment of senior lecturers. -Conduct a new audit and compare these.</p>	Completed	<p>Information about the university's recruitment process is available on the university's website. This is the relevant link: https://www.hb.se/en/about-ub/work-at-ub/how-to-apply-for-a-job-with-us/</p> <p>The applicants are given information regarding their application throughout the recruitment period. This is done via the university's recruitment system.</p> <p>All organisational leaders at the university are educated as part of the recruitment process.</p>
<p>17. Strategic goals for internationalisation to be developed</p> <p>The UB Policy for Internationalisation needs to be complemented by goals and plans for implementation.</p>	18, 29	Q3/2021	Professional Services (Faculty Support Office)	<p>Targets/Indicators: -A document describing goals for internationalisation has been developed.</p>	Completed	<p>In 2020, the Governing Board at the University of Borås adopted a new vision statement for the university. The new vision is <i>Together, we take responsibility for the future. Through continually developing distinctive education and research, we make a difference.</i> The word 'together' shows that we take responsibility with external actors, including international partners, and we take responsibility for the global society.</p> <p>Later in the same year the university revised its goals to <i>The attractive university and Complete academic environments 2.0.</i> https://www.hb.se/en/staff/organisation-and-strategies/vision-goals-and-strategies/</p> <p>Text in the webpage linked to above link describes the importance of internationalisation.</p> <p>Each research group has Research Plans, and each priority research area has a strategy, where internationalisation is described.</p> <p>Internationalisation, and its effect on research quality, and societal development, is evaluated by an external review group as part of the university's quality assurance system.</p> <p>The report from the review group results in an</p>

						action plan for the research area to increase the quality of research.
<p>18. Investigation of the need to develop incentives for and recognition of mobility in employment and promotion</p> <p>The performance review meetings and salary-setting dialogues could benefit from having a larger focus on the recognition and evaluation of mobility</p>	18, 29	Q3/2022	Professional Services (Human Resources)	<p>Targets:</p> <ul style="list-style-type: none"> -Examination of the possibility to develop, include, and evaluate the importance of mobility within the framework of employment. -If necessary, review salary criteria and include mobility in these. <p>Indicators:</p> <ul style="list-style-type: none"> -Investigation of the need to have a larger focus on the concept of mobility in performance review meetings and salary-setting dialogues has been made. 	Completed	<p>Note: This action refers to development of incentives and recognition of mobility when recruiting and promoting individuals. Action 21 refers to development incentives for, and recognition of, mobility when having performance review meetings and salary dialogues.</p> <p>It has been decided that new incentives will not be included in the university's employment criteria.</p>
<p>19. Evaluate whether career guidance needs to be improved for doctoral students and whether it should be extended for other research categories (especially R2)</p> <p>There is a need to evaluate whether extended career guidance is required.</p>	28, 30	Q3/2022	Professional Services (Academic Affairs Office)	<p>Targets:</p> <ul style="list-style-type: none"> -The need for improved career guidance for doctoral students has been evaluated. -The need for career guidance for other research categories (especially R2) has been evaluated. <p>Indicators:</p> <ul style="list-style-type: none"> -A report analysing the need for improved career guidance for doctoral students has been completed. 	Completed	<p>Doctoral students are provided career guidance from Professional Services. All doctoral students also have a Director of Studies that ensures each student has received career guidance. Supervisors also have an informal role to guide doctoral students when it comes to a future career within academia.</p> <p>More frequent career activities for the doctoral students, such as meetings with companies, have also been implemented.</p> <p>New courses to enhance future career aspirations are under development.</p> <ul style="list-style-type: none"> - Research communication - Course in patents <p>A language café to enhance Swedish language acquisition for non-Swedish speaking doctoral students has also been started.</p>

				-A report analysing the need for career guidance for other research categories (especially R2) has been completed.		
<p>20. Investigation of the need for leaders to explicitly include career guidance during performance review meetings</p> <p>A larger focus on career guidance during performance reviews and salary-setting dialogues could be needed and the practice must be investigated.</p>	28	Q3/2022	Professional Services (Human Resources)	<p>Targets:</p> <p>-Investigation of the possibility to develop, include, and evaluate career opportunities within the framework of employment.</p> <p>-Development of a plan for extended career support for young researchers and doctoral students.</p> <p>Indicators:</p> <p>-Follow up on the utilisation rate of career support.</p>	Completed	As of 2023, all employees at the university are obliged to have performance review meetings (it was voluntary prior to this date). The individual development plan, which focuses on the future goals of the employee, is a part of the performance review and is followed up on during the salary negotiations. More information can be seen here: https://www.hb.se/en/staff/my-employment/performance-review/
<p>21. Evaluation of the need for incentives and recognition of mobility to be included in the appraisal system</p> <p>A larger focus on mobility in appraisal system is requested and needs evaluation.</p>	29	Q3 2022	Professional Services (Human Resources)	<p>Targets:</p> <p>-Investigation of the possibility to develop, include, and evaluate the importance of mobility within the framework of employment.</p> <p>-If necessary, review salary criteria and include the concept of mobility in these.</p> <p>Indicators:</p> <p>-Investigation of the need to include the concept of</p>	Completed	<p>Note: This action refers to development incentives for, and recognition of, mobility when having performance review meetings and salary dialogues. Action 18 refers to development of incentives for, and recognition of, mobility when recruiting and promoting individuals.</p> <p>It has been decided not to include new incentives in the university's performance review and salary dialogue processes.</p>

				mobility in the performance review meetings and salary-setting dialogues.		
<p>22. Investigation of the possibility of giving newly appointed researchers sufficient research time to support their career development</p> <p>New researchers experience that their research time is too little to perform research of sufficient quality and quantity.</p>	33	Q2/2023	Deans of Faculties	<p>Targets: -The possibility of giving newly appointed lecturers sufficient research time has been investigated.</p> <p>Indicators: -A report analysing the possibility of giving newly appointed lecturers sufficient research time has been completed.</p>	<p>Extended</p> <p>New timing Q4/2023</p>	This point was raised at a meeting of the Vice-Chancellor's advisory and quality council where it was decided that further discussions will take place at the university's employer forum.
<p>23. Improvement of the follow up process regarding doctoral students' ISPs to ensure that they spend the appropriate amount of time on teaching</p> <p>Doctoral students sometimes experience that they spend more than an appropriate amount of time on teaching and the follow up regarding this process must be improved.</p>	33	Q2/2022	Deans of Faculties	<p>Targets: -Doctoral students do not spend more than the appropriate amount of time on teaching.</p> <p>Indicators: -Doctoral students' ISPs show that they do not spend more than 20% of their time on teaching.</p>	Completed	<p>The Directors of Studies for the doctoral programmes have annual meetings with the doctoral students (in connection to the ISP meeting) to discuss and follow up on departmental duties.</p> <p>General guidelines for departmental duties for doctoral students are also in the process of being established.</p>
<u>New actions as from June 2023</u>						
Analyse and, if required, improve the career guidance for all researchers R1 to R4	28, 30	Q1/2024	Pro-vice-chancellor	<p>Targets: - Analyze and update career guidance activities</p> <p>Indicators:</p>		

				-Updated activities for career guidance for all researchers of all stages of their careers		
Evaluation of the quality assurance system for research. Internal and external revisions.	11	Q2/2025	Deans of Faculties	Targets: -To appraise the relevance of the Quality Assurance system for research Indicators: -Reports from the external and internal revisions		

Note: Add as many actions as needed.

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 *:

URL: <https://www.hb.se/en/about-ub/work-at-ub/policy-documents/>

UB does not have an overarching HR policy or OTM-R policy. The [Appointments Procedure](#) and the [Rules for the Recruitment and Promotion of University Teachers](#) highlights many of the points in HRS4R and OTM-R.

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

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

UB does not have an overarching HR policy or OTM-R policy. The *Appointments Procedure* and the *Rules for the Recruitment and Promotion of University Teachers* highlights many of the points in HRS4R and OTM-R. The documents can be found here: <https://www.hb.se/en/about-ub/work-at-ub/policy-documents/>

Action: *Keep these steering documents up to date and easily accessible on the website (OTM-R 1, 2).*

Current status: Completed (but work continues)

Policy documents can be found at <https://www.hb.se/en/about-ub/work-at-ub/job-vacancies/>

There are no training programmes at UB for OTM-R per se. However, there is an introduction course for those who are new to management positions. Members of the Academic Appointment Committee are expected to be well acquainted with all policy documents relevant to recruitment. All HR specialists who assist managers in recruitment have completed the training "Recruiting of government employees" through the Swedish Agency for Government Employers. The HR department is involved, to greater or lesser degrees, in all steps regarding recruitment.

Action: *Continue to hold trainings frequently with managers and maintain HR proficiency as well as HR's role in the recruitment process (OTM-R 3, 5).*

Current status: Completed (but work continues) Training regarding recruitment has been completed for all managers during the spring of 2022. New managers are introduced to this when they enter their new roles.

The recruitment system ReachMee is used for most steps in the recruitment process. It is most commonly used for advertisements, application forms, selection, and communication with candidates. The system can also be used for interview guides and references.

Action: *Investigate the need for and the possibility of expanding the system's functions (OTM-R 4, 15).*

Current status: Completed (but work continues)

We now have a tool for checking references integrated into the recruitment tool to ensure consistency in reference checking. This means we now have equal treatment when it comes to the checking references of applicants.

The employment conditions that exist in Sweden make it attractive for researchers to apply for positions in Sweden. In recruitment, it is stated in the announcement that for the university, it is a matter of course to work for sustainable societal development throughout our operations and to work to promote diversity, equality, and accessibility. This makes it clear that UB promotes an open atmosphere and one in which everyone can feel welcome to apply to UB. All vacancies must be advertised through the Swedish Public Employment Service. Depending on the research area, vacancies are also advertised through Euraxess, which sometimes results in a broader and more international selection of candidates.

Action: *Review routines and advertising channels for how to advertise the positions that do not require knowledge of the Swedish language (OTM-R 6, 7, 8, 9).*

Current status: In progress Q2 2023

There are few positions recruited for at the university that do not require knowledge of the Swedish language. Advertisements for positions that only require English are normally done via Euraxess but it is necessary to ensure that this is always done.

Through the recruitment process, UB ensures that it is the most competent and suitable applicants who are offered a position at UB. In order to get applicants with the right skills to apply, UB reviews future needs through competence provision plans and markets UB as an attractive employer.

Action: Review the need to strengthen work with competence provision plans and employer branding (OTM-R 10).

Current status: In progress, project complete Q2 2024

The university has started up the project called "Attractive employer" in order to review how we can retain and recruit the right employees.

Competence provision plans for all Faculties have been established.

Action: UB aims to develop and create clearer and more accessible information on the points below and make this information available in connection to advertising positions (OTM-R 12).

- researchers' career profiles
- working conditions, workplace, rights and obligations (salary, other benefits, etc.), type of contract
- opportunities for professional development
- career development prospects
- a reference to the department's OTM-R policy

UB has guidelines for how positions are to be advertised.

Action: Review and evaluate how to advertise positions on a regular basis (OTM-R 11, 13, 14).

The delegation from the board to the Academic Appointment Committee regulates the committee's composition of members, and includes emphasis on e.g. the importance of an equal gender distribution (OTM-R 16, 17, 18).

Current status: Completed (but work continues)

In job announcements, we link to information on the website regarding terms of employment, career paths, and more:

<https://www.hb.se/en/staff/my-employment/>

<https://www.hb.se/en/about-ub/work-at-ub/>

Clarify guidelines for selection committees that help assess "merits" in a way that leads to the selection of the best candidate.

Action: See action 16 above. Evaluate the consistency between the various documents used in the recruitment process (OTM-R 19).

Current status: Review has been completed and routines and templates for recruitment have been updated while recruitment documents no longer in use have been removed. **Completed** (but work continues)

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

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.

URL: <https://www.hb.se/en/about-ub/work-at-ub/policy-documents/>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

All of the HRS4R actions – including OTM-R – are integrated in the university's quality assurance and HR processes, and are therefore aligned with the systematic and planned development of the university. HR – in collaboration with the Vice-Chancellor's Executive Office – are responsible for the overall implementation and follow-up of these actions. The Steering Group (Control Group) will still be the Vice-Chancellor's Advisory and Quality Council, in order to assure quality and to be informed and consulted in the process. The Vice-Chancellor's Advisory and Quality Council is also the steering group for developing the university's quality assurance systems for education and research, which will ensure synergy between these areas. As mentioned above, the chairs of the Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU) – which are collegial bodies – are now members of the Vice-Chancellor's Advisory and Quality Council. This increases the interaction between the collegial body (representing R1 to R4) and the line managers, which includes researchers in all discussions.

Collaboration between HR and the Vice-Chancellor's Executive Office will also ensure that activities in the action plan are included in the university's quality assurance system, including yearly action plans, action reports, and discussions in the Vice-Chancellor Activity Dialogues (which take place four times a year between the university leadership and each of the Faculties or the unit for Professional Services).

All actions mentioned above have a responsible unit and a time frame. The units are responsible for developing and performing their activities, as stated in the Action Plan, and reporting back to HR.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

As described above, many of the HRS4R actions are part of the systematic development of the university, including the quality assurance system, implementing the university's vision and goals, as well as the Action Plan for Systematic Work Environment Management. There has therefore not been a need for parallel work with the actions. Researchers from R1 to R4 have been represented in the steering board via the Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU).

In November 2021 and November 2022 the coordinator of the implementation group followed up on the status of all activities with those who were responsible for each activity. The status was then reported to the Vice-Chancellor's Advisory and Quality Board. The coordinator has also participated in a network consisting of other Swedish universities that have the HR certification 'HR Excellence in Research' or that are in the process of applying for the award. The main aim of this network was to learn from each others' experiences.

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

Detailed description and duly justification (max 500 words)

As mentioned above, many of the activities in the action plan are included in the university's quality assurance system, which means that all members of staff, including researchers R1 to R4, are involved. For example, researchers from R1 to R4 have been represented in the steering board via the Research and Education Board (FoU-nämnden) and the Artistic Research and Education Board (KFU). These boards are also responsible for central parts of the quality assurance system, such as deciding on the external members of the revision groups that assess the quality in the university's research as well as the criteria that are evaluated by these groups. Researchers also develop the strategies for the university's six priority areas and the Research Plans for each research group. Senior researchers (R3 and R4) discuss the research directions that are important for the university with the line managers at the research advisory council meetings.

In order to evaluate employees' experiences, UB performs an employee survey every second year which includes questions regarding working conditions. UB, furthermore, distributes a survey for doctoral students every year. Questions about working conditions are included in all of these surveys. In this way, discrepancies are detected and taken care of and included in the Action Plan for Systematic Work Environment. This involves all researchers, R1 to R4, in this work.

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

Detailed description and duly justification (max 500 words)

HR – in collaboration with the Vice-Chancellor's Executive Office – is responsible for the overall implementation and follow-up of the HRS4R action plan. The steering group is the Vice-Chancellor's Advisory and Quality Council.

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

Detailed description and duly justification (max 500 words)

As described above, many of the HRS4R actions are part of the systematic development of the university, including the quality assurance system, implementing the university's vision and goals as well as the Action Plan for Systematic Work Environment Management. There has therefore not been a need for parallel work with these actions.

The university has also fine-tuned and implemented our quality assurance system for research and implemented systematic reviews of the work done towards achieving the university's goals (*the attractive university* and *complete academic environments*) including identification of KPIs that are followed up on an annual basis. This will be implemented for the first time in 2023 (initial implementation began in 2022).

All of these aspects and aligned with and support the university's work with the HRS4R actions and includes them in our systematic processes.

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

Detailed description and duly justification (max 500 words)

As described above, many of the HRS4R actions are part of the systematic development of the university, including the quality assurance system, implementing the university's vision and goals, as well as the Action Plan for Systematic Work Environment Management. There has therefore not been a need for parallel work with these actions.

How are you monitoring progress (timeline)? *

Detailed description and duly justification (max 500 words)

HR will report to the steering group which is the Vice-Chancellor's Advisory and Quality Council. The Council includes the Vice-Chancellor, the Deans of Faculties, the Head of Professional Services, and the chairs of the Research and Education Board and the Artistic Research and Education Board. The units that are responsible for the activities in the Action Plan are therefore included in the council, which enables monitoring of the progress.

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

Detailed description and duly justification (max 500 words)

The indicators, including the time plan, are given in the table of actions. These will be used to measure progress before the next assessment.

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

Detailed description and duly justification (max 500 words)

As described above, many of the HRS4R actions are part of the systematic development of the university, including the quality assurance system, implementing the university's vision and goals, as well as the Action Plan for Systematic Work Environment Management. There will therefore not be a need for parallel work with the actions. The list of actions, including the indicators, will be used to prepare for the external review.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)