Internal review for award renewal

Case number
2019SE461907
Name Organisation under review
Örebro University
Organisation's contact details
Fakultetsgatan, Örebro, 70182, Sweden

1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	770
Of whom are international (i.e. foreign nationality) *	124
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	386
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	289
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	210
Of whom are stage R1 = in most organisations corresponding with doctoral level *	270
Total number of students (if relevant) *	9575
Total number of staff (including management, administrative, teaching and research staff) *	1280

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	78700000
Annual organisational direct government funding (designated for research)	45700000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	23100000
Annual funding from private, non-government sources, designated for research	3700000

1.1 Organisational profile

Örebro University (ORU) is a 25-year-old state-funded university, one of the largest of several 'young' universities in Sweden. In the Times Higher Education 2024 global ranking, ORU ranks in the 601-800 band. Since ORU aims to be "a university leading towards a knowledge-driven society" by integrating education, research and collaboration, close ties in these areas are the mutual starting points for all activities.

There are many attractive professional degree programmes including medicine, psychology, law, and engineering. ORU has strong research within such areas as medicine, psychology, environmental science, and computer science, including robotics and AI.

2. Strengths and weaknesses of the current practice

2.1 Ethical and professional aspects

Research proposals concerning humans requiring ethical approval must be submitted to the national Swedish Ethical Review Authority (https://etikprovningsmyndigheten.se/en/). Research concerning animals must be submitted to the Swedish Board of Agriculture. Applications to these authorities must be submitted in Swedish. Although improvements have been made recently, the level of help provided to ORU researchers, particularly to non-Swedish speakers, needs to be further improved and unified throughout the university (see Action 36).

The Research Portal was mentioned in the previous review. It provides a single point of entry for information for researchers (https://www.oru.se/english/research/research-support/). The portal is being continually improved with new links/services and improved access to documents/webpages in English.

The storage of Research Data securely, and where necessary externally accessible, is an increasing challenge due to the increasing volumes of data being generated (https://www.oru.se/english/research/research-support/applying-for-research-funding/managing-your-research-data/research-data-policy-for-orebro-university/). Furthermore, the data storage format needs to be future-proof. ORU is further developing the role of Research Data Advisors, some of whom are already active, to help researchers find the best solutions for storing their data but there is much more work required (see Action 37). These advisors will also assist in GDPR matters.

The main Swedish research funders have made a strategic decision on funding to support publication in open access journals (https://www.kb.se/samverkan-och-utveckling/nytt-fran-kb/nyheter-samverkan-och-utveckling/2023-10-25-funders-in-joint-open-access-initiative.html). National guidelines for promoting open science have also recently been published (https://www.kb.se/5.337cb17b18c7ccd20f52690.html). These support and further encourage the university's Open Science policy (https://www.oru.se/english/research/research-support/publishing-your-research/open-access/).

As part of the university's efforts to disseminate research and to foster links with industry and the public sector, the Food & Health initiative (https://www.oru.se/english/strategic-initiatives/food-and-health/) and Research Consultancy Services (https://www.oru.se/english/collaboration/collaborate-with-our-researchers/research-consultancy/) are good examples. Exploitation of research at ORU is a particularly important area, however the services offered by the university are still not sufficiently known, both internally and externally.

Grants Office provides coordination support for research projects with budgeted funds for project coordination. Grants Office offers, time permitting, contract support for Grant Agreements and consortium agreements for projects where ORU is the coordinator. Grants Office support will be further expanded in Action 39.

Non-discrimination activities are also linked to gender mainstreaming, mentioned later under the section on Working Conditions.

ORU is regularly assessed by the Swedish Higher Education Authority, UKÄ (https://www.uka.se/swedish-higher-education-authority, https://www.oru.se/om-universitetet/kvalitet/granskning-pagar-uka-kontrollerar-vart-kvalitetsarbete/). In a 2023 assessment, UKÄ stated "The university has, and continues to work to create good terms and conditions for researchers within the framework of its initiatives through The European Charter and Code and HR

Excellence in Research, where the latter initiative is an award that the university received in 2018. The fact that the university participates in these contexts is seen by the assessment group as a strength".

A pilot round of the Kove programme (described in the previous review) was completed in 2022, in parallel with the start of the first regular round of the programme (Kove-22). In Kove-22, three researchers have been offered tailor-made support from the university's research support and from external expertise where required. Among the initiatives are support for collaboration, communication, and external funding. The Kove programme will be evaluated in spring 2024.

Remarks
In February 2024, ORU signed up to the CoARA initiative (https://coara.eu/). The synergies between HRS4R and CoARA activities will be considered.

ORU is currently working with the delegation of authority and guidelines that clarify researchers' responsibilities for ethical review, data management and all other regulations that govern their research. The role of the heads of schools will be extended, as will the need for support infrastructures.

In January 2023, the Swedish Higher Education Authority (UKÄ) was commissioned by the government to conduct case studies on higher education institutions' work with academic freedom under the Higher Education Act. The aim is to create an understanding of the work of higher education institutions to promote and safeguard academic freedom and a culture that allows for the free search for knowledge and the free dissemination of knowledge. The assignment also includes compiling the work of higher education institutions to promote and safeguard academic freedom and the culture referred to above. The compilation will include a summary of the national status and an international outlook. A report will be issued in May 2024.

2.2 Recruitment and selection
Since the previous review, ORU's Appointment Procedures have been revised (https://inforum.oru.se/globalassets/inforum-en/key_documents/human-resources/appointment-procedures-at-orebro-university.pdf) to fully integrate HRS4R and the Charter & Code in the recruitment process.

The previously mentioned internal audit was conducted to ensure clear roles, expectations, and responsibilities in the recruitment process. The results led to improvements in the form of process maps for all recruitment processes to clarify roles, responsibilities, decisions and to be able to follow up and carry out recruitments according to OTM-R in a clear and structured way. HR roles have also been developed and expanded with recruitment officers who, together with HR officers, are responsible for the recruitment process. Training in the recruitment process is ongoing at several levels at the university, including for managers, Academic Appointments Committees, and faculty boards.

The university has identified several shortcomings in the current academic recruitment process. Presently, there is some ambiguity regarding the identity of the individual authorised to initiate recruitments, which potentially span various academic hierarchies. Establishing ownership of the recruitment process, i.e., identifying the authorised initiating party, will enhance clarity and efficacy in decision-making pathways. There is a need to review the order in which the decisions are made, line decisions versus collegial decisions. Furthermore, most of the emphasis is placed on the opinion of experts and little, if any, on personal characteristics and personal suitability. These parameters should be given more importance and contribute to the basis for decision-making. Introducing a recruitment process with clearer responsibilities at each stage should lead to a more time-efficient and qualitative process. An updated process provides a better tool for both managers and HR to be able to assess

personal suitability as an important parameter, in addition to the peer review, to enable an overall assessment and a firm basis for decision-making, see Action 42.

Recently, a review carried out of the instructions provided to assessment experts and what they are expected to submit in their reports has resulted in a standardised template. During spring 2023, a follow-up was carried out with a review of a random sample of 15 completed assessment reports, which resulted in the templates being further clarified. Follow-up is being carried out on a continuous basis.

The national General fixed-term employment (ALVA) has been replaced by Special fixed-term employment (SÄVA) https://sulf.se/en/work-salary-and-benefits/fixed-period-employment/fixed-term-contracts-in-las/. An employment with SÄVA as a time limit is converted into a permanent employment after 12 months. The equivalent period in the old legislation was 24 months.

A new national postdoc agreement came into force in 2022 (https://www.arbetsgivarverket.se/globalassets/avtal-och-skrifter/avtal/avtal-om-tidsbegransad-anstallning-som-postdoktor/avtal-om-tidsbegransad-anstallning-som-postdoktor-2021-11-19_en.pdf). This allows the possibility of a three-year employment instead of the previous two years.

Anti-discrimination is an area that can always be improved and is taken up under Working Conditions/Gender balance and is the focus of Action 41.

In line with the Government's target regarding the proportion of associate senior lecturers (BUL) per higher education institution, the university explicitly prioritises BUL as the employment form for central strategic investments to strengthen the career paths for young researchers.

Remarks

In June 2022, the government decided on a reform for increased flexibility, adaptability and security in the labour market (in Swedish only: https://www.regeringen.se/globalassets/regeringen/block/aktualitetsblock/arbetsmarknadsdepartementet/trygghet-och-omstallning/flexibilitet-omstallningsformaga-och-trygghet.pdf). The consequences of an amended Employment Protection Act and new collective agreements on terms of employment and transition affect the university in several ways. One of the key components of the reform is to limit the possibility of fixed-term employment in favour of permanent employment. Offering more secure terms of employment, such as permanent contracts, is in most cases beneficial for both the employer and the employee. However, research is largely conducted on a time-limited basis and is often funded by short-term external funding. In addition, there is a temporary need for employees with special expertise in several parts of the University's business, and intermittent/temporary employment is the most common. The changes affect the University's skills supply and staffing planning by converting fixed-term and intermittent employees more quickly into permanent positions.

In July 2021, changes to the Swedish Aliens Act came into force. The provisions apply to all those who have applied for a permanent residence permit. For researchers and doctoral students, the change in the law primarily means that self-sufficiency through work or self-employment is required for a permanent residence permit to be granted. To be granted a permanent residence permit, the applicant must have a permanent and sufficient means of support through employment or self-employment. For some people, the change may affect the possibility of establishing themselves in Sweden in the long term.

In March 2024, the Swedish Government decided on a cross-agency initiative to attract and retain international cutting-edge expertise. The assignment will last for three years and also includes researchers and students (in Swedish only:

https://www.regeringen.se/regeringsuppdrag/2024/03/uppdrag-om-att-starka-samordning-kopplat-till-sveriges-mojligheter-att-attrahera-och-behalla-hogkvalificerad-internationell-kompetens-och-annan-utlandsk-arbetskraft-som-ar-viktig-for-sveriges-konkurrenskraft/). The final report for the assignment is due in 2027.

2.3 Working conditions

During recent discussions with researcher groups, it was found that there is no list available of research infrastructure/equipment at ORU. This is counterproductive for researchers who need access to such equipment for short-term use. This will be resolved in Action 40.

In the previous Strengths & Weaknesses, it was mentioned that many international researchers are unaware of employment benefits due to lack of information in English. As stated earlier, a great deal of work has already been carried out to translate information relating to terms and conditions of employment. Several introductory films (HR including HRS4R, finance and legal) have been produced and these are subtitled in English (on ORU intranet, (https://inforum.oru.se/inforum/english/support-and-services/employee-information/employment/welcome-to-orebro-university/). All webpages on the university intranet that are linked to employment issues were translated by the end of 2022 and mirror the Swedish information. All new information on these webpages is published in both Swedish and English. Further work on English documents and webpages is the subject of Action 33.

As regards stability and permanence of employment, there have been changes to the Swedish Employment Protection Act, as mentioned in the Remarks to the previous section above. These have the consequence that permanent employment must be applied to a greater extent.

The previous Strengths & Weaknesses also included a section on work linked to the strategy and action plan for sustainability and equal opportunities. However, it was only available in Swedish. The university's work with gender equality and equal rights is now documented in English in the orientation and action plan for gender mainstreaming and equal opportunities at Örebro University for 2023-2025 (https://www.oru.se/english/about-us/sustainable-development/equal-opportunity/gender-equality-plan/). The work with gender equality and equal rights is included in the university's work with social sustainability (https://www.oru.se/english/about-us/sustainable-development/). There are new guidelines for students and staff at the university regarding discrimination, harassment, sexual harassment and degrading treatment (https://www.oru.se/english/study/student-services/students-rights-and-responsibilities/discrimination-harassment-sexual-harassment-and-degrading-treatment-victimisation/).

Several new webpages have been published on career development and advice (https://www.oru.se/english/career/career-support/). This is a work in progress and is continued in Action 38. In addition, Faculties and Schools also have more directed career advice activities.

Guidelines for co-authorship that are specific for each of the three faculties have been developed. ORU now needs to spread knowledge of the existence of these guidelines. This is not taken up as a new action *per se* but is included in the action on academic citizenship (see Action 35), which we feel will improve the working conditions for researchers.

Anti-discrimination and gender mainstreaming activities are almost a permanent action area in university activities and are continued in Action 41.

During recent focus group meetings with researchers, there were signals that it was difficult in some cases to use contracted competence development time. This was also mentioned in the Swedish Higher Education Authority's recent audit. To gain a picture of the actual situation, this point was included in

the Employee Survey carried out at ORU in the spring of 2024. The focus group meetings also highlighted weaknesses in mentorship, which will be taken up in Action 34.

Remarks

Örebro University is part of the EU COST Action VOICES (making young researchers voices heard for gender equality, https://gendervoices.eu/). The project includes several different working groups. Örebro University takes part in the groups: Employment, career development and mobilities as well as Gender as a research dimension. This far, Örebro University has contributed to the mapping and collecting of good practices related to gender equality and career progression. Örebro University has shared an internal model of how to work with gender mainstreaming and equal rights questions specifically developed for higher education institutions (see above). Currently, work is being carried out using a survey to learn more about "academic housekeeping" (a subset of academic citizenship, see above) from an equal rights and gender equality perspective. The aim is to share the final report, as well as the method and questionnaire with VOICES.

Campus Örebro has been named Citylab Project of the Year in Sweden by The Sweden Green Building Council. Campus Örebro is the first existing campus area in Sweden to be assessed according to Citylab, which, unlike other environmental certifications, does not only apply to a single building but encompasses an entire city district. The work has taken place since 2020 within the Örebro Campus Lab project (https://www.oru.se/english/about-us/sustainable-development/). To fulfil the Citylab report, other parts than the university campus itself were also included, such as nearby student housing, services, and retail. The report is based on Citylab's fifteen indicators: safety, trust in the neighbourhood, meeting places, range of services, mix of housing, sound environment, air quality, indoor environment, residual waste, travel habits, buildings' energy use, climate impact, biodiversity, stormwater treatment and flood risks.

2.4 Training and development

It is noted that much of the text in the previous review regarding this section was slightly misplaced, for instance regarding career services. While the texts themselves reported correct activities, they did not perhaps belong under Training & Development as is intended here. Several of the other pillars also contain courses and activities that are related to training and development, such as GDPR training and courses in project management.

The strategic initiative in 2018 regarding associate senior lecturers (BUL), described in the previous review and under *Recruitment & Selection* above, has had the following results: 10 of the 18 participants have been promoted and a further two will be promoted during 2024. Two in the group have become heads of units. Six of the participants have moved to other employments outside of the university. In 2023, funds were allocated to the faculties for financing new career development positions (BUL). The aim was to contribute even more clearly to strategic employments by enabling faculties and schools to recruit based on their respective needs and conditions. After the end of the qualification period, the assistant professors are expected to apply for promotion to senior lecturer and continue their activities as research leaders at the university. 14 positions were appointed during 2023.

In previous analyses, principles relating to Training & Development showed few weaknesses, being either governed by national legislation or internal guidelines.

Continuing Professional Development and Access to research training and continuous development are areas at ORU that are being improved by the availability of new courses and training. For instance:

- The Centre for Academic Development at ORU (https://www.oru.se/english/about-us/centre-for-academic-development/) offers a range of courses to help researchers become successful teachers.

- The University Library (https://www.oru.se/university-library/) also offers a wide range of support activities, for instance regarding academic writing, information searching etc.

- The Office for Communication and Collaboration Support also offers courses and assistance with media training.

- Grants Office runs several activities/support actions including grant writing retreats and regular seminars.

- The Legal Office runs courses in legal matters regarding projects, GDPR and more.

- The HR Department is responsible for a wide range of management courses.

Remarks
None.

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

Örebro University's vision and strategy (https://www.oru.se/english/about-us/vision-and-strategies/) was updated in 2023 and will continue to be in effect until 2027. The vision, Örebro University – leading towards a knowledge-driven society, and its strategic goals within research, Increased research volume while sustaining high quality, Strategic profiling and increased visibility, is the basis for all other priorities, goals and research activities at the University. Based on ORU's vision, an Action Plan for Internationalisation (https://www.oru.se/globalassets/oru-sv/om-universitetet/internationalisering/actionplan-for-internationalisation.pdf) came into effect in January 2021. The plan supports the implementation of HRS4R and clearly expresses this as a prioritised goal. There are also goals and activities relating to the recruitment of, and conditions for, international researchers – something that highlight and strengthen ORU's work with HRS4R.

ORU has had, and continues to have, a strong development in regards of the number of researchers, number publications and in competitive research grants. The university has three research profile areas namely AI and Robotics, Food and Health, and the newly formed Pollutants and Society. These areas have been selected on the basis of strong research that clearly meets societal needs.

ORU is part of the university alliance NEOLAiA (https://neolaiacampus.eu/), which was granted status as a "European University", under the European Universities initiative, by the European Commission in July 2023. ORU's Vice-Chancellor, Prof. Johan Schnürer, leads the Governing Board of the alliance and ORU's Pro Vice-Chancellor International, Prof. Åke Strid, leads the Steering Committee. The universities in the alliance will work together through the following work packages:

- Project Management

- Improving Teaching and Learning

- Diversity and Inclusion – Overcoming barriers to participation

- Enhanced Mobility

- Increasing Regional Research Impact

- Entrepreneurship – NEOLAiA Capabilities for the Society of Tomorrow

- Towards a Plurilingual and Intercultural European University

- Adopting and Sustaining Open Science

- Digital Transformation

- Sustainability and Dissemination

Within the work package that ORU leads, *Increasing Regional Research Impact*, there is an activity related to HRS4R – the NEOLAiA HRS4R Network. A professional network will be formed to jointly discuss and work on HR related issues. Assistance will be given to those universities in NEOLAiA that are intending to apply for the HR Excellence in Research award. ORU is involved in all work packages, some relating clearly to the HRS4R work, e.g. Diversity & Inclusion, see Action 41.

Many of the work packages listed above impinge on actions and activities that ORU has proposed in its revised Action Plan. Where relevant, we will engage NEOLAiA alliance members to enrichen the activities.

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

The change in the management chain of command, described in the previous review, has functioned well. The deans, who are now part of the line management, are supported by HR in the same way as other managers. A new administrative procedure that clarifies process and decision-making steps for managerial roles equivalent to heads of Schools and heads of units is currently being drawn up. This is a step to further clarifying the changes in the roles of the deans.

The pandemic has resulted in changes to many operative processes at the University. One such change is the use of digital recruitment methodology, which has been used more widely than previously. For instance, interview booking is now digital, and the first interview can be digital. Digital planning meetings for the interview group allow for greater flexibility. These methods have turned out to be very beneficial and many have been retained and further developed. Digitalisation has continued within HR, including the use of digital employment contracts. Additional digitalisation will continue, for instance in the development of an updated recruitment process as described in Action 42.

In recent years, several legal requirements have had an impact on how we work in the HR Department. The previously mentioned amended Working Conditions Directive affects both the skills supply process and the practical handling of employment certificates. A more digitised process has replaced previous ways of working.

As part of the streamlining and standardising of our recruitment and hiring processes, we began in spring 2023 to thoroughly map the recruitment process at Örebro University from an administrative perspective. The recruitment process is administratively heavy and the need for streamlining, and clarification was required to make it easier for recruiting managers. ORU has now implemented a module within the *ReachMee* recruitment system that helps to automate the candidate's tasks, from application to a certificate of employment, thus reducing data collection for both candidates and managers. Clear templates for proof of employment are available, which enables the correct information to be entered in the right place. A result of the digitisation is that the lead times for creating, signing, and receiving a certificate of employment have been significantly shortened (from 5-10 days to 1-2 days), while the new legal requirements are fulfilled in a more legally secure way. For our new international employees, this means that they receive an original digital document immediately rather than upon their arrival in Sweden.

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

As part of the governance an extensive university-wide research evaluation is performed at least every six years. The main purpose of the research evaluation is to evaluate the quality of the research conducted at ORU and to identify, by focusing on strengths and weaknesses within the University's research, opportunities as well as needs for quality enhancement. For each evaluation a model is decided, and the units of assessment are identified. The evaluation is conducted by a review team of external experts and is based on data concerning personnel, resources and bibliometrics as well as the self-assessments, which include development plans for each unit. ORU2020 is the latest evaluation performed and had a focus on development (https://www.oru.se/globalassets/oru-sv/om-universitetet/oru2020-orebro-university-research-evaluation-2020.pdf). These evaluations lead to strategic decisions on University, Faculty, School and Unit level. Information on ORU2020 is published on ORU's intranet.

During 2024, a decision will be made on the focus and structure of the next review of the quality of research at the University, ORU2025. The final report from this review will be published in early 2026. Any measures/conclusions that emerge from this review will be considered in the HRS4R action plan for the next review period (2027).

The current Vice-Chancellor of the University will conclude his appointment during 2025 while the Pro-Vice-Chancellor's mandate ends at the end of December 2025. It can be expected that a new Vice-Chancellor will have some new priorities and plans that will affect the university after the initial settling-in period.

3. Actions

3.1 Action Plan

Action 7	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
GDPR fully implemented at ORU	7. Good practice in research	Q4 2020	Library, IT Department, Communication Office, Office for Academic Policy
	Indicator(s)/Target(s)		
	Final report on implementation signed off by university executive. As a result of the report, the executive may decide on the necessity of further educational programmes to ensure widespread internal knowledge regarding GDPR and its significance, as well as measures to continually determine compliance.		

Current status	Remarks
COMPLETED	**Status end Q4/2020** New regulations have been implemented. There is widespread internal knowledge regarding GDPR and how to handle personal data. However, more work can still be done. The instruction at the university states that an annual report will be produced for information management and reported to the Board. This will be done for the first time in December 2020 and this task is carried out by the Data Protection Officer. It is doubtful whether GDPR can ever be considered fully implemented. GDPR is a work that must be ongoing and followed up continuously. Before this activity can be considered completed, ORU's processes need to be tested. Therefore, a new timing for this action is Q4 2023. **Status end Q1 2024** *Stated indicator* Final report on implementation signed off by university executive. As a result of the report, the executive may decide on the necessity of further educational programmes to ensure widespread internal knowledge regarding GDPR and its significance, as well as measures to continually determine compliance. *Actual indicator* Document published: https://www.oru.se/globalassets/inforum-en/key_documents/human-resources/guidelines-for-personal-data--processing-at-orebro-university.pdf Even though no general GDPR/information trainings have been held recently, research data advisors have many one-on-one or research group meetings during which GDPR is often a key topic. Researchers are also referred to recorded materials available on the university's intranet. The following group training sessions have been held, often concentrating on GDPR: PhD students at: - School of Hospitality, Culinary Arts and Meal Science (RHS), 1 session, spring 2023 - School of Science and Technology (NT), 2 sessions, spring and autumn 2023 - Criminology and Sociology PhD students and R2 researchers at the School of Behavioural, Legal and Social Sciences (BSR): 2 sessions, spring and autumn 2023 Data Management Plans - Approximately 25 individuals with formal demands from funders

have been helped/educated
(https://www.oru.se/english/research/research-support/starting-up-your-research-project/data-management-plan-components/)
- Research data advice
(https://www.oru.se/english/research/research-support/applying-for-research-funding/managing-your-research-data/)

Conclusion: This work can de facto never be concluded and will continue as a part of the university's normal operations. See also new Action 37.

Action 9	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Information Campaign on Open data	7. Good practice in research	Q3 2019	Office of Academic Policy, Library, IT Department, Communication Office, Executive Office

Indicator(s)/Target(s)			
Information available on website regarding Open Data and ORU's plans. ORU Open Data plan approved by ORU Executive, published on website and distributed to researchers in printed form. A number of seminars will be held.			

Current status	Remarks
COMPLETED	**Status end Q4/2020** Information on research data has been made more visible via the research support portal on the University website (https://www.oru.se/forskning/forskningsstod/). The University Coordinator for Open Science has attended approx. 20-25 meetings to inform about research data. The meetings have been held at each school but with different settings, ranging from the whole school to specific departments and research groups. Information regarding research data has also been presented at one of the Vice-Chancellor's regular meetings open for all employees at ORU. In addition, a Data Access Unit, for support on research data queries, has been established. A survey on research data (ORU 03434/2020) has been addressed to all researchers and a report on the results was presented in June 2020 on the university's internal webpage and on the library's website. The survey showed that researchers have a positive attitude regarding making research data

available, but that it is not always possible to do this due to ethical, legal or commercial reasons. More information is available on the internal website: https://inforum.oru.se/inforum/meddelanden/forskare-ar-positiva-till-att-tillgangliggora-forskningsdata/ (Only in Swedish).

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

Status end Q1/2024
Stated indicator
Information available on website regarding Open Data and ORU's plans. ORU Open Data plan approved by ORU Executive, published on website and distributed to researchers in printed form. A number of seminars will be held.

Actual indicator
Information regarding Open/Fair Data is available at the following links: https://www.oru.se/english/research/research-support/applying-for-research-funding/managing-your-research-data/ https://www.oru.se/english/research/research-support/applying-for-research-funding/managing-your-research-data/research-data-policy-for-orebro-university/

The information has not been distributed in printed form as it was determined that this was not an efficient way of disseminating information.

ORU's research data manager has, during 2022 and 2023, reported the following numbers of seminars and contacts:
- 81 individual meetings with researchers/research groups
- 21 seminars on data handling and FAIR data.

Information of Open Data is now considered to be a natural part of research support. Training/advice will be available as required. Specific activities will be continued in Action 37.

Action 10	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Assessment of the most recent recruitment campaigns to indicate what has functioned, and what has not. List areas for improvement.	16. Judging merit (Code)	Q1 2019	HR Department, Executive Office

Indicator(s)/Target(s)
Official document showing areas that need to be improved. Methods and procedures will be drawn up to achieve significant improvements in coming campaigns.

Current status	Remarks
EXTENDED	**Status end Q4/2020** Results regarding the most recent strategic recruitments are available in the university's annual report. Between 2018 and 2019, ORU implemented a number of major strategic recruitment initiatives that reached out internationally. Specifically, Newbreed can be mentioned. Newbreed is a doctoral MSCA COFUND programme that was implemented between January 2018 and December 2018. In this recruitment, new approaches were used, for example application documents were anonymized before selection and the final candidates gathered at the University for a joint recruitment day. A total of 16 doctoral students from 14 different nationalities were employed. Via Newbreed, ORU has learned how to establish new forms of collaborations. The programme was reviewed in fall 2019 and received very positive remarks. At present, a financial audit of the programme is being conducted where also the recruitment process is one of the aspects being audited. The review and audit will be the base for further improvements and will result in new actions for improvement for ORU as a whole. Along with a new activity to manage improvements in ORU's recruitment processes (see Action 30), new methods for judging merits will also be developed. This action is therefore extended. New timing for action is Q2 2022. **Status end Q1/2024** *Stated indicator* Official document showing areas that need to be improved. Methods and procedures will be drawn up to achieve significant improvements in coming campaigns. *Actual indicator* The European Commission audit in 2021 on the Newbreed COFUND project was positive and did not give any concrete suggestions for changes/improvements in the recruitment process. As regards the recruitment process as a whole, a

	number of improvements have been made during the past few years, a number of which resulted from the ORU Internal Audit (see Action 30). To further strengthen the processes regarding recruitment in external financed projects, Grants Office will draw up checklists for what we need to consider when externally funded projects are to be externally audited. These can be used as a support in developing new guidelines for how the recruitment process can be managed in such projects and is the basis for work to be carried out in part of Action 40. The working group of Grants Office, Finance Office and HR was paused during 2023 due to personnel reasons. The group will reform during 2024, which is why the action needs to be extended.

Action 12	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
As a result of above (action 11), methodology in the case of international job applicants to assess how publications not written in English can be assessed.	16. Judging merit (Code)	Q3 2020	HR Department, Executive Office

	Indicator(s)/Target(s)		
	Written process for assessing publications not in English.		

Current status	Remarks
COMPLETED	**Status end Q4/2020** The Swedish Agency for Government Employers have based on the Language Act made the recommendation that Swedish authorities cannot require that applications are written in English. However, it is the applicant's responsibility to ensure that the authority understands what is stated in the documents submitted. This means that the applicant must translate their application documents into a language that the authority is expected to master. In the upcoming Action Plan, there will be a new action regarding how this is communicated with candidates. ORU needs to improve the communication with candidates regarding to the Swedish rules for foreign language publications. An indicator is when rules regarding assessment of publications not written in languages that the authority is expected to master

have been clarified. The timing for this extended action is Q4 2022.

Status end Q1/2024
Stated indicator
Written process for assessing publications not in English. ORU needs to improve the communication with candidates regarding to the Swedish rules for foreign language publications. An indicator is when rules regarding assessment of publications not written in languages that the authority is expected to master have been clarified.

Actual indicator
Only application documents written in Swedish, English, Norwegian and Danish can be reviewed when applying for a job at Örebro University. It is the applicant's responsibility to ensure that the authority (university) understands what is stated in the documents submitted. In order to improve communication with candidates regarding documents/publications written in other languages, clarifications have been made. All advertisements contain an information text on which languages can be assessed, along with a web link to https://www.oru.se/english/career/available-positions/applicants-and-external-experts/ On this webpage, there are instructions on how to apply for positions, including information on acceptable languages. Candidates are referred to translators authorised by the Swedish Legal, Financial and Administrative Services Agency (https://www.kammarkollegiet.se/engelska/start) to handle any documents that are not in the accepted languages.

Action 14	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Implementation of new procedures for judging merit that are also published on ORU's website.	16. Judging merit (Code)	Q3 2020	HR Department, Executive Office
	Indicator(s)/Target(s)		
	Official processes, publication in English on ORU's website.		

Current status	Remarks
COMPLETED	**Status end Q4/2020** Instead of having a joint method of finding suitable evaluators from outside of Sweden, work has begun on reviewing the instructions to all external evaluators and clarifying each faculty's guidelines for recruiting scientifically qualified staff. These will then need to be followed up in order to assess if they are

efficient. Therefore, this action will be extended. An indicator for this extended action is when guidelines for all three faculties are published on the web (both in Swedish and English). New timing for this extended action is Q2 2022.

Status end Q1/2024
Stated indicator
Official processes, publication in English on ORU's website.

Actual indicator
New guidelines for employment as a professor, senior lecturer and assistant professor have been drawn up by the three faculties. Proposals for new guidelines were first discussed in each faculty Academic Appointment Committee (LFK) and then approved by the respective faculty boards. The new guidelines have since been published in both Swedish and English.
https://www.oru.se/english/career/available-positions/applicants-and-external-experts/for-external-experts/

Action 15	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Review of new procedures	16. Judging merit (Code)	Q4 2021	HR Department, Executive Office
	Indicator(s)/Target(s)		
	Following the next international recruitment campaign at ORU and review the efficacy and reliability of the new processes. Feed back information to improve processes.		

Current status	**Remarks**
COMPLETED	**Status end Q4/2020** At the moment, there are no international recruitment campaigns at a university-wide level in the pipeline. Instead, the action will be extended to follow up the results of the new guidelines for recruitment will be set up. The aim of the new guidelines is that ORU will have more qualified applicants, that clear guidelines will contribute to increased diversity among applicants and that evaluations from external experts will be more homogeneous. The new timing for this extended action is Q4 2023. In the previous review, it was stated that the indicators are not clear or measurable. **Status end Q1/2024** *Stated indicator*

Following the next international recruitment campaign at ORU and review the efficacy and reliability of the new processes. Feed back information to improve processes.

Actual indicator
There have not been any major anonymised international recruitment campaigns at ORU since the Newbreed COFUND recruitment in 2017/2018. Therefore, we have not been able to review the efficacy and reliability of the new processes.

Considering this situation, 15 random recruitment cases were analysed in May 2023. This resulted in improved instructions and templates that were introduced in September 2023. Specifically:

- New templates have been published on the ORU website
- Instruction emails to external experts have been made clearer
- Assessment checklists can now be filled in online, reducing errors and increasing compliance.
(https://www.oru.se/english/career/available-positions/applicants-and-external-experts/for-external-experts/)

During Q2/2024, 15 new random cases will be analysed to evaluate the effects of the previous changes.

Continuous follow-ups will be carried out so that materials are incrementally improved.

Action 27	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Development and publication of ORU Guidelines on Co-authorship.	32. Co-authorship	Q4 2020	Executive Office, Library
	Indicator(s)/Target(s)		
	Guidelines published and circulated to researchers. Included in introductory programme package.		

Current status	Remarks
COMPLETED	**Status end Q4/2020** ORU has investigated the issue via the Deans and no common guidelines for the whole university are possible to produce. On the other hand, co-authorship is included in the course for PhD supervisors and this information has been expanded and clarified. Work has started on gathering information regarding co-authorship in one section of the University website. The action will be extended and a new indicator is when ORU has information regarding co-authorship available on the university's

| | website including guidelines for co-authorship that applies in different research fields and different ethical aspects of co-authorship to help prevent misuse. The timing for this extended action is Q2 2023 |
| | **Status end Q1/2024**
Stated indicator
Guidelines published and circulated to researchers. Included in introductory programme package.
Actual indicator
Guidelines published on the research portal (https://www.oru.se/english/research/research-support/publishing-your-research/authorship/) and circulated to researchers. Information is also included in the introductory programme package for researchers. |

Action 28	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Information in English on ORU´s website	7. Good practice in research	Q4 2021	Office for Academic Policy, Library, Communication Office
	Indicator(s)/Target(s)		
	Further develop international web pages with collected information and translated documents. Investigate the use of IT-based translation tools.		

| **Current status**

COMPLETED | **Remarks**
This topic was a criticism in the previous review (2021).

Stated indicator
Further develop international web pages with collected information and translated documents. Investigate the use of IT-based translation tools.

Actual indicator
In late 2020, an initiative was taken to boost the number of governing documents available in English as well as raising the awareness within the organisation of the importance of meeting the information needs of our international staff. Some 20 governing documents were translated by an external translation provider, proof-read internally, and delivered to the respective document owners. There are now procedures for translating governing documents whereby it is the document owners' responsibility for deciding whether new governing documents should be translated. This system does not, however, provide |

	guidance as to the handling of already existing documents that may need translating. We are therefore committed to continuing to systematise the translation of governing documents, new and existing.
	Documents and webpages linked to employment matters are always translated into English and published. There is a dedicated webpage (on the Swedish and English intranets respectively) on which all governing documents should be published for easy access by staff. Some documents relating to the procedures of faculty boards and academic appointment committees have specifically been identified as needing translation and these will have priority in 2024.
	A translation memory (MemoQ) is often used, primarily for the translation of governing documents, to ensure efficiency, consistency and high quality.
	The work is being continued in a more systematic way in the new Action 33, in which the use of AI-based translation tools will also be investigated.

Action 29	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Further development of the web portal aimed at Research support	7. Good practice in research	Q4 2022	Office of Academic Policy, Library, IT Department, Communication Office, Executive Office
	Indicator(s)/Target(s)		
	Subject-specific information is produced and published on the research support pages. ORU uses the term fair data instead of open data in all communication.		

Current status	**Remarks**
COMPLETED	*Stated indicator* Subject-specific information is produced and published on the research support pages. ORU uses the term fair data instead of open data in all communication.
	Actual indicator The Research Portal is up and running and continuously updated with new information, courses, documents etc. (https://www.oru.se/english/research/research-support/).

Number of unique visitors through Swedish start page:
2023: 1,739
2022: 1,908
2021: 2,492

Number of unique visitors through English start page:
2023: 478
2022: 564
2021: 738

The decrease in visits may be due to several reasons; for example, the statistics only apply to the main start pages and more people may have created direct links to specific subpages. It may also have to do with novelty – that many people looked at the pages when they were first published but then only use them as necessary.

Action 30	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Development of ORU´s recruitment processes	16. Judging merit (Code)	Q2 2022	HR Department
	Indicator(s)/Target(s)		
	The result of an internal audit carried out during autumn/winter 2020/2021 will have resulted in the development of ORU´s recruitment processes and new actions to achieve best practice in judging merit.		

Current status	Remarks
COMPLETED	*Stated indicator* The result of an internal audit carried out during autumn/winter 2020/2021 will have resulted in the development of ORU's recruitment processes and new actions to achieve best practice in judging merit. *Actual indicator* As a result of the stated internal audit, several improvements have been made to the recruitment process. The process has been visualised using process maps to clarify roles, responsibilities and decisions. This enables follow-up and carrying out of recruitments in an open, transparent and merit-based manner in a clear and structured way. The process maps cover all recruitment processes. Since the audit was carried out, roles in the HR Department have also been developed and expanded with recruitment officers who, together with the HR

	officers, are responsible for the recruitment process. Training in the recruitment process takes place on an ongoing basis at several levels at the university, including for managers, Academic Appointments Committees and Faculty Boards. The University Board decided in February 2024 to close the internal audit of the recruitment process since all required actions had been taken. Further activities related to this action: - Updating of guidelines (see Action 14) for the assessment of professors, senior lecturers and assistant professors. Completed in Q3/2022. - Training in the recruitment process for managers. Ongoing and will be further developed. - Revision of the appointment procedure to further integrate the HRS4R strategy work and the Charter & Code. Completed Q1/2024. - Investigation of the possibility of implementing competency-based recruitment - covered in new Action 42. - Development of a recruitment policy for ORU. Expected Q4/2024.

Action 31	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Career advice to researchers are provided and career development programs are available for researchers at the R1-R2 level	28. Career development 30. Access to career advice	Q4 2023	HR Department, Executive Office, Grants Office
	Indicator(s)/Target(s)		
	ORU researchers are provided with career advice and career development programs.		

Current status	Remarks
COMPLETED	*Stated indicator* ORU researchers are provided with career advice and career development programs. *Actual indicator* Existing activities regarding career support have been inventoried and packaged on a webpage (https://www.oru.se/english/career/career-support/). In addition, a webpage has also been produced (together with the ORU International Office) with guidance on applying for jobs in Sweden. This also functions as career support for R1 researchers in particular (https://www.oru.se/english/career/finding-a-job-in-sweden/).

	We have chosen to close this action and continue in a more systematic way in Action 38.		
Action 32	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Increased knowledge of the Swedish language for international staff	28. Career development	Q3 2023	HR Department
	Indicator(s)/Target(s)		
	Courses in the Swedish language and culture are offered on multiple levels for international staff.		
Current status COMPLETED	**Remarks** *Stated indicator* Courses in the Swedish language and culture are offered on multiple levels for international staff. *Actual indicator* Since autumn 2023, Örebro University has collaborated with Örebro Municipality to offer employees the opportunity to study Swedish through the national Swedish for Immigrants programme (SFI). During autumn 2023, SFI has been carried out at two different levels with about 50 registered participants. A planned course on a higher level was due to be held during Autumn 2023 but was unfortunately cancelled due to personal reasons; the course will instead start in spring 2024. There is now a plan to carry out further courses in collaboration with the municipality, which secures our opportunities to continuously offer courses in Swedish. There are still no specific courses on culture, but we provide the link to https://www.informationsverige.se/en/om-sverige.html, which is the webpage that is proposed to provide the basis for upcoming tests on civic orientation linked to requirements for permanent residence permits.		
Action 33	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Necessary documents/webpages available in English as well as Swedish *(this was a criticism in the previous review in 2021)*	4. Professional attitude 5. Contractual and legal obligations	End by Q4 2025	Office for Communication and Collaboration Support, Executive Office, Doctoral

1. Develop policies (principles) to define which (new) documents should be translated to English 1.1 Form a working group *Indicator 33/1* 1.2 Working group will analyse and author the principles that define whether or not a document should be translated *Indicator 33/2* *Indicator 33/3* 1.3 Determine how to handle documents that do not need to be fully translated *Indicator 33/4* *Indicator 33/5* 2. Develop policies (principles) to define which information for the website should be translated to English 2.1 Form a working group *Indicator 33/6* 2.2 Analyse the principles that define whether or not information for the ORU website should be translated *Indicator 33/7* *Indicator 33/8* 2.3 Determine how to handle webpages that do not need to be fully translated *Indicator 33/9* *Indicator 33/10* 3. Monitoring the development of AI tools relevant for translation with the aim of introducing solutions to complement human translation for timely and potentially greater translation output	7. Good practice in research 24. Working conditions		Student Section, Junior Faculty
	Indicator(s)/Target(s)		
	Indicator 33/1: Participants of working group appointed. Timing: Q2/2024 Indicator 33/2: Document listing translation principles. Timing: Q4/2024 Indicator 33/3: Approval of principles as an official document. Timing: Q1/2025 Indicator 33/4: Document detailing how to handle documents that are not to be fully translated. Timing: Q1/2025 Indicator 33/5: Approval of methodology as an official document. Timing: Q1/2025 Indicator 33/6: Participants of working group appointed. Timing: Q2/2024 Indicator 33/7: Document listing translation principles. Timing: Q4/2024 Indicator 33/8: Approval of principles as an official document. Timing: Q1/2025 Indicator 33/9: Document detailing how to handle webpages that are not to be fully translated. Timing: Q1/2025 Indicator 33/10: Approval of methodology as an official document. Timing: Q1/2025 Indicator 33/11: Document listing at least 4 other universities and how they use AI translation tools. Timing: Q2/2025 Indicator 33/12: Report on the evaluation of one or more AI systems for automation of translation. Timing: Q4/2025 Indicator 33/13: Official decision of whether or not to use an AI translation tool and if so, which one. Timing: Q4/2025		

3.1 Benchmark with other universities to see how they handle translations *Indicator 33/11* 3.2 Evaluation of AI translation systems *Indicator 33/12* *Indicator 33/13*	
Current status NEW	**Remarks**

Action 34	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Mentorship programmes 1. Evaluate the existing pilot mentorship programmes at ORU 1.1 Inventory of programmes running *Indicator 34/1* *Indicator 34/2* 1.2 Discuss whether/how programmes can be extended outside of existing areas *Indicator 34/3* 2. Define the intended mentees and the role of mentors 2.1 Who are the intended mentees of the programmes? Who can be a mentor and what demands are placed on them? *Indicator 34/4* 3. Develop and discuss a suggestion regarding a university-wide mentorship programme 3.1 Suggestion for mentorship programme at ORU covering the following topics: - Pros/cons of local vs. university-wide - Mentorship and career advice	28. Career advice 30. Access to career advice	End by Q2 2026	Faculty Boards (Deans), Doctoral Student Section, Junior Faculty
	Indicator(s)/Target(s)		
	Indicator 34/1: Listing of existing mentorship programmes, who runs them, who they are aimed at. Timing: Q1/2025 Indicator 34/2: Number of mentors-mentees in these programmes. Timing: Q1/2025 Indicator 34/3: Evaluation of whether/how the programmes can be extended beyond their original areas. Timing: Q3/2025 Indicator 34/4: List of intended mentee groups and what mentors should offer. Timing: Q1/2025 Indicator 34/5: Discussion document. Timing: Q4/2026 Indicator 34/6: Decision on mentorship to be offered at ORU. Timing: Q2/2026		

- What do mentees want? - Requirements of mentors and need of a course/workshop on mentorship - Mentors outside of ORU *Indicator 34/5* 3.2 Decision on how to proceed Based on discussion document, a decision will be made on how to proceed *Indicator 34/6*	

Current status	Remarks
NEW	

Action 35	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Academic citizenship 1. Introduction of Academic Citizenship concept at ORU 1.1 Analyse results of recent (spring 2024) employee survey questions on academic citizenship *Indicator 35/1* 1.2 Prepare discussion cases/workshop materials *Indicator 35/2* 1.3 Train managers and discuss how the materials can be used *Indicator 35/3* *Indicator 35/4* 1.4 Managers hold seminars/workshops regarding academic citizenship with their own work groups *Indicator 35/5* *Indicator 35/6* 1.5 Managers hold regular follow-up discussions (in addition to follow-up through Employee Survey and respective Faculty leadership) *Indicator 35/7*	3. Professional responsibility 4. Professional attitude 6. Accountability 24. Working conditions 38. Continuing Professional Development	End by Q2 2028	Deans, Human Resources, Faculty Office, Executive Office, Doctoral Student Section, Junior Faculty

Indicator(s)/Target(s)
Indicator 35/1: Document with analysis of employee survey answers on academic citizenship. Timing: Q2/2024 Indicator 35/2: Discussion cases/workshop materials available for distribution. Timing: Q4/2024 Indicator 35/3: 50% of managers trained in how to use materials. Timing: Q2/2025 Indicator 35/4: 85% of managers trained in how to use materials. Timing: Q2/2026 Indicator 35/5: 50% of groups have attended seminars. Timing: Q3/2026 Indicator 35/6: 85% of groups have attended seminars. Timing: Q3/2027

Indicator 35/8	Indicator 35/7: 50% of groups have attended follow-up discussions. Timing: Q2/2027 Indicator 35/8: 85% of groups have attended follow-up discussions. Timing: Q2/2028		
Current status NEW	**Remarks**		
Action 36	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Ethics application support 1. Development of ethical support 1.1 Investigate the faculties' needs for services and competence development *Indicator 36/1* 1.2 Establish a coordinating function at the ORU level *Indicator 36/2* 1.3 Develop the coordinating function and offer services to support competence development and quality assurance at the faculties *Indicator 36/3* 2. Handling of language support in ethical applications 2.1 Inventory of the extent of language difficulties *Indicator 36/4* 2.2 Investigate possible solutions to language assistance funding *Indicator 36/5* 2.3. Decision to implement and, if so, evaluate assistance *Indicator 36/6* *Indicator 36/7*	2. Ethical principles 7. Good practice in research	End by Q2 2027	Faculty Office, Grants Office
	Indicator(s)/Target(s)		
	Indicator 36/1: Document detailing needs and competence. Timing: Q3/2024 Indicator 36/2: Coordinating function in place, staff assigned. Timing: Q1/2025 Indicator 36/3: Service offer from function published, as document and webpage. Timing: Q3/2025 Indicator 36/4: Document detailing status of language difficulties in ethical applications. Timing: Q1/2026 Indicator 36/5: Document describing various solutions to language assistance with resources required. Timing: Q3/2026 Indicator 36/6: Based on 2.2, official decision on language assistance. Timing: Q1/2027 If decision is Yes, indicator: Assistance package detailed and published. Timing: Q2/2027		

Current status	Remarks		
NEW			
Action 37	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Support with handling research data 1. Identify data handling in the research process using the HERM model (www.ucisa.ac.uk/Groups/Enterprise-Architecture-Group/HERM) *Indicator 37/1* 2. Development of research data advisory group 2.1 Define user access to technical and human services *Indicator 37/2* 2.2 Develop a comprehensive set of technical data handling services for all the different stages in the research process, including collection, analysis, repository, archiving, and open access *Indicator 37/3* *Indicator 37/4* *Indicator 37/5* *Indicator 37/6* 2.3 Establish a university-level research advisory task group *Indicator 37/7* *Indicator 37/8* 2.4 Develop human advisory services and skills development services, including service levels *Indicator 37/9* *Indicator 37/10* 3. Implement technical and human services *Indicator 37/11* *Indicator 37/12*	7. Good practice in research	End by Q4 2026	Faculty Office, Department for Digitalisation and IT, University Library
	Indicator(s)/Target(s)		
	Indicator 37/1: Internal document produced. Timing: Q3/2024 Indicator 37/2: Policy document published on Inforum (ORU's intranet). Timing: Q4/2024 Indicator 37/3: Conceptual paper produced, in which the research data types are specified. Timing: Q3/2024 Indicator 37/4: Estimation of storage capacity required for each research data type is established. Timing: Q4/2024 Indicator 37/5: Internal storage pricing model decided. Timing: Q4/2024 Indicator 37/6: Procurement of storage services completed. Timing: Q4/2025 Indicator 37/7: Appointment of research data advisors for all faculties completed. Timing: Q2/2024 Indicator 37/8: Two group development workshops executed. Timing: Q4/2024 Indicator 37/9: Service catalogue produced for internal use. Timing: Q3/2024 Indicator 37/10: List of services offered published on Inforum. Timing: Q4/2024 Indicator 37/11: Implementation plan for technical services produced. Timing: Q4/2024 Indicator 37/12: Implementation plan for human services produced. Timing: Q4/2024		

Indicator 37/13 Indicator 37/14	Indicator 37/13: Estimated share of externally funded research projects having a Data Management Plan exceeding 90 per cent. Timing: Q4/2026 Indicator 37/14: Estimated share of externally funded research projects having an Information Security Classing exceeding 90 per cent. Timing: Q4/2026
Current status NEW	**Remarks**

Action 38	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Continuing activities in career development/advice 1. Package (primarily existing) activities for R1/R2 as a seminar series (responsible HR) 1.1 Analyse which existing activities can form the basis of a seminar series *Indicator 38/1* 1.2 Present a suggestion to those responsible for holding the seminars (decision) *Indicator 38/2*	28. Career development 30. Access to career advice	End by Q1 2027	Faculty Office, Human Resources, Faculties, Executive Office, Grants Office, Doctoral Student Section, Junior Faculty, Schools, Office for Communication and Collaboration Support

	Indicator(s)/Target(s)
1.3 Plan and run seminars *Indicator 38/3* *Indicator 38/4* *Indicator 38/5* 2. Training in project management of externally financed projects (aimed at R2) (responsible GO) 2.1 Produce materials, run pilot, implement *Indicator 38/6* *Indicator 38/7* *Indicator 38/8*	Indicator 38/1: List of activities packaged as seminar series. Timing: Q3/2024 Indicator 38/2: Acceptance of suggested plan. Timing: Q4/2024 Indicator 38/3: Published plan for seminars. Timing: Q1/2025 Indicator 38/4: Evaluation of seminars, how many seminars, how many participants, feedback etc. Timing: Q4/2025 Indicator 38/5: Modified and continued seminars. Timing: Q2/2026 Indicator 38/6: Material for seminar produced. Timing: Q2/2024 Indicator 38/7: Pilot carried out, materials adjusted as necessary. Timing: Q4/2024

3. Training in management of research (aimed at R3/R4) (responsible GO) 3.1 Produce materials, run pilot, implement *Indicator 38/9* *Indicator 38/10* *Indicator 38/11* *Indicator 38/12* 4. Further development of activities as a result of Action 31 and the findings of the recent review by the Swedish Higher Education Authority (UKÄ) (responsible FO) 4.1 Investigation of current status. Activities in Action 31 primarily concerned centralised career activities. Obtain information on activities in each school regarding R1 and R2 researchers. *Indicator 38/13* 4.2 Discussions with the eight individual schools Based on the results of Action 38/4.1 and the results of Action 31, discuss with schools to try to find a (relatively) uniform way of handling career support to R1 and R2 researchers. *Indicator 38/14* *Indicator 38/15* 4.3 Implementation of career support in the schools *Indicator 38/16* *Indicator 38/17* *Indicator 38/18* 5. Activities regarding careers within industry (responsible Office for Communication and Collaboration Support) 5.1 Appoint advisory group *Indicator 38/19*	Indicator 38/8: Training courses held for researchers (aiming for 15-20). Timing: Q2/2025 Indicator 38/9: Information dissemination. All Schools will be offered information about the programme. Timing: Q2/2024 Indicator 38/10: Registration - will be open for researchers and close in August 2024. Timing: Q3/2024 Indicator 38/11: Implementation. The programme will run from Q3/2024 through Q2/2025 with seven meetings. Timing: Q2/2025 Indicator 38/12: Evaluation and analysis. After the pilot is conducted, there will be an evaluation and analysis to collect experiences for developing a first run of a regular programme. Timing: Q2/2025 Indicator 38/13: Consolidated investigation results. Timing: Q4/2024 Indicator 38/14: Document, with suggestion for unified career support in schools. Timing: Q3/2025 Indicator 38/15: Approval of career support in schools. Timing: Q1/2026 Indicator 38/16: Information provided to all relevant staff. Timing: Q2/2026 Indicator 38/17: Questionnaire to supervisors and R1/R2 to assess degree of roll-out. Timing: Q2/2027 Indicator 38/18: Questionnaire to supervisors and R1/R2 to assess utility of support programmes. Timing: Q2/2028 Indicator 38/19: Advisory group, with wide participation, appointed. Timing: Q4/2024 Indicator 38/20: Results obtained from results of Euraxess Sweden project "International researchers' careers outside academia" financed by Vinnova (https://www.vinnova.se/en/p/career-opportunities-outside-academia-for-international-researchers/). Timing: Q4/2024 Indicator 38/21: Role of alumni resources determined. Timing: Q1/2025

5.2 Information/seminars on careers outside of academia *Indicator 38/20* *Indicator 38/21* *Indicator 38/22* *Indicator 38/23* *Indicator 38/24* *Indicator 38/25*	Indicator 38/22: Other external resources identified. Timing: Q1/2025 Indicator 38/23: Seminar material available. Timing: Q3/2025 Indicator 38/24: Seminars held. Timing: from Q4/2025 Indicator 38/25: Number of seminars held, number of attendees. Timing: Q1/2027		
Current status NEW	**Remarks**		

Action 39	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Onboarding of new research projects with external funding at the university *(Contract compliance is the responsibility of the researcher in charge of the project. It is their responsibility that all researchers working in the project know about the terms of the contract, even if the contract is in another language than that used by the research group. This needs to be clarified and communicated.)* 1. The university's support functions offer coordinated administrative guidance when starting a new externally financed project (Responsible GO) 1.1. Develop informational material that can be used for meetings, as well as informational material on the university's intranet and in email form for researchers who have received external research funding *Indicator 39/1*	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research	End by Q1 2025	Grants Office, Finance Office, Legal Office, University Library, Office for Communication and Collaboration Support
	Indicator(s)/Target(s)		
	Indicator 39/1: Materials developed and published on Inforum (intranet). Timing: Q1/2025		
Current status NEW	**Remarks**		

Action 40	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
List for researchers of available internal research equipment *(Finance department can produce, at the touch of a button, an annual Excel file containing all ORU's research equipment linked to project level, some 2700 items.)* 1. List of internal research equipment at ORU 1.1 Determine process for producing inventory list *Indicator 40/1* 1.2 Set up webpage with instructions to researchers on how to find out about equipment (email contact to Finance Dept). *Indicator 40/2* 1.3 Communicate existence of service *Indicator 40/3* 1.4 Review number of enquiries, if overwhelming discuss another method *Indicator 40/4* 1.5 Log number of enquiries per year to determine usefulness of service *Indicator 40/5* *Indicator 40/6*	23. Research environment 24. Working conditions	End by Q1 2027	Faculty Office, Finance Office
	Indicator(s)/Target(s)		
	Indicator 40/1: Instruction for producing inventory list produced. Timing: Q3/2024 Indicator 40/2: Webpage published of how to find inventory, linked to Research Portal. Timing: Q4/2024 Indicator 40/3: News published on Inforum (intranet). Timing: Q4/2024 Indicator 40/4: Breakpoint of number of enquiries > 15 per month. Timing: Q4/2025 Indicator 40/5: Number of enquiries during 2025 logged. Timing: Q1/2026 Indicator 40/6: Number of enquiries during 2026 logged. Timing: Q1/2027		
Current status NEW	**Remarks**		

Action 41	GAP Principle(s)	Timings (at least by year's quarter/semester)	Responsible unit
Gender mainstreaming and anti-discrimination activities See existing plan at https://www.oru.se/globalassets/infor	10. Non discrimination 24. Working conditions	End by Q4 2025	Executive Office

um-sv/centrala-dokument/styrdokument/hallbar_utveckling/orientation-and-action-plan-for-gender-mainstreaming-and-equal-opportunities-efforts-at-orebro-university-for-2023-2025.pdf	27. Gender balance		

Indicator(s)/Target(s)

um-sv/centrala-dokument... (continued)	Indicator(s)/Target(s) content

1. Produce Örebro University Gender Mainstreaming Plan 2026-2030 taking into account the principles in the new EU Charter for Researchers

1.1 Author draft plan (following workshops etc.)
Indicator 41/1

1.2 Discussions of draft plan
Indicator 41/2

1.3 Final version - decision from management
Indicator 41/3

1.4 Publication and communication
Indicator 41/4

2. Anti-discrimination activities
Within the NEOLAiA European Universities Alliance (https://neolaiacampus.eu/), mentioned in the Strengths & Weaknesses section, there is a Diversity & Inclusion working group that includes Örebro University.

2.1 Formation of a Diversity & Inclusion working group at ORU
Indicator 41/5

2.2 Working group authors best practice examples from ORU
Indicator 41/6

2.3 Produce a common charter (called D&I NEOcharter) for diversity and inclusion values within the alliance, based on ORU's best practices document and those of the other members of the alliance.

Indicator 41/1: Internal draft available for further discussion. Timing: Q3/2024

Indicator 41/2: Update of draft plan after group discussions. Timing: Q3/2025

Indicator 41/3: Final version of plan approved by vice-chancellor. Timing: Q4/2025

Indicator 41/4: Gender Mainstreaming Plan 2026-2030 published on ORU website. Timing: Q4/2025

Indicator 41/5: Members of working group appointed. Timing: Q2/2024

Indicator 41/6: Best practices document at ORU written. Timing: Q2/2024

Indicator 41/7: D&I NEOcharter published on NEOLAiA and ORU websites. Timing: Q2/2025

Indicator 41/7	
Current status NEW	**Remarks**

Action 42	**GAP Principle(s)**	**Timings (at least by year's quarter/semester)**	**Responsible unit**
Implement an updated recruitment process; training in recruitment process	13. Recruitment (Code) 14. Selection (Code)	End by Q3 2026	Human Resources, Faculty Office

1. Implement an updated recruitment process at ORU by using requirements' profiles that are more wide ranging and take greater account of candidates' personal qualities	**Indicator(s)/Target(s)**
	Indicator 42/1: Official decision. Timing: Q3/2024
1.1 Determine which model to use – Information gathering and decision on the possible introduction of an updated recruitment process. If necessary, a decision needs to be made regarding the implementation of system support. *Indicator 42/1*	Indicator 42/2: Finalised documentation of procurement process. Timing: Q3/2024
	Indicator 42/3: Recruitment system fully activated. Timing: Q3/2024
	Indicator 42/4: Materials for training produced. Timing: Q4/2024
1.2 Procurement process (if necessary, depending on result of 1.1) *Indicator 42/2*	Indicator 42/5: Relevant HR staff trained in how to use the new method. Timing: Q4/2024
	Indicator 42/6: First recruitment case using the updated process. Timing: Q1/2025
1.3 System integration (if necessary, depending on result of 1.1) *Indicator 42/3*	Indicator 42/7: Evaluation of pilot (documented). Timing: Q2/2025
1.4 Training for HR personnel *Indicator 42/4* *Indicator 42/5*	Indicator 42/8: 80% of (Technical/Administrative personnel) recruitments carried out in accordance with new method. Timing: Q3/2026
	Indicator 42/9: 40% of academic recruitments carried out in accordance with new method. Timing: Q3/2026
1.5 Carry out pilot *Indicator 42/6* *Indicator 42/7*	Indicator 42/10: Document listing of universities (or other government employers) that are using competence-based recruitment. Timing: Q3/2024
1.6 Implementation throughout university *Indicator 42/8*	Indicator 42/11: Training material (PowerPoint presentations) produced. Timing: Q4/2024

Indicator 42/9 2. Develop and implement new management training in recruitment following OTM-R 2.1 Benchmark Indicator 42/10 2.2 Develop materials Indicator 42/11 Indicator 42/12 2.3 Plan and implement Indicator 42/13	Indicator 42/12: Digital (technical) guide produced. Timing: Q4/2024 Indicator 42/13: 50% of management groups have been trained. Timing: Q3/2025
Current status NEW	**Remarks**

3.2 OTM-R

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Updates since the Internal Review for Interim Assessment

Indicator: Translate all steering documents regarding OTM-R into English. Publish steering documents concerning OTM-R on the university's external website.
See https://www.oru.se/english/career/the-human-resources-strategy-for-researchers-hrs4r/good-practice/

Indicator: The HR Department will produce an introductory programme for new committee members in the Academic Appointments Committee regarding OTM-R.
Comment: See Action 30.

Indicator: We will examine the possibilities of introducing "competence-based recruitment" methodology at ORU.
Comment: This will be a part of the new Action 42.

Indicator: Benchmark against other universities regarding key indicators for recruitment processes. Introduce measurable targets in the form of key indicators for recruitment. Follow up and evaluate key indicators.
Comment: The HR Department continuously evaluates the recruitment process. We annually follow up the reporting requirements developed by the government linked to recruitment, together with additional figures that are relevant to the area. To a large extent, these are comparable with other higher education institutions, thereby benchmarking de facto occurs.

Recent OTM-R activities

Here is a list of some examples of what has been done during the past few years to develop the recruitment process in line with OTM-R:

- Continuous updating of recruitment guides/recruitment process.

- Clarification of the recruitment process.

- Introduction for new managers.

- Development of information to the recruitment team at the beginning of the recruitment process and by email during the process.

- Digital training for Academic Appointment Committees regarding OTM-R is carried out on an ongoing basis.

- Updating of guidelines for the assessment of professors, senior lecturers, and assistant professors.

- Evaluation of whether these new guidelines/processes have generated better and more qualitative expertise.

- Updated advertisement templates/employee profiles based on new guidelines.

- Clarification of the application procedure/form for candidates.

- Opportunity for digital assessments offering better conditions for uniform peer review.

- Clarification of information regarding conflict-of-interest rules.

- Education/Information about conflicts of interest for Academic Appointment Committees.

- Information/training for faculty boards regarding the recruitment process.

- Process for mid-term follow-up of assistant university lecturer positions – clarification for candidates regarding the expectations and conditions for future career steps.

- Bias in assessment – digital training for managers in both Swedish and English. Training for HR personnel.

- Revision of the Appointments Procedure to further integrate the Charter & Code.

- Development of a recruitment policy for ORU (scheduled completion Q4/2024).

- Information on the recruitment process, aimed at candidates, has been clarified (https://www.oru.se/english/career/available-positions/applicants-and-external-experts/) and highlights the concept of OTM-R.

- An FAQ that further enables open and transparent communication about the recruitment process has been published (https://www.oru.se/english/career/available-positions/applicants-and-external-experts/faq/).

4. Implementation

4.1 General overview of the implementation process

Over the course of the past few years, the groups carrying out and overseeing the implementation of the action plan have changed. This is a natural process in academic organisations where academic leadership positions (Vice-Chancellors, Deans etc.) have time-limited positions. Furthermore, staff change jobs, both within the university and leaving for other employers. The nature of the implementation areas has meant that there is also a flux of membership of implementation groups depending on the actions to be carried out. Staff changes in the Implementation Group over the past few years have presented challenges that have delayed operational work. For this reason, we are

working on activities to future-proof HRS4R activities and their management. Recent changes in the Steering Committee have been made to strengthen the mandate and reach of the committee.

During the past few years, HRS4R activities have been actively integrated into the university's normal operations including annual reporting etc. As far as possible, there are no actions that are purely HRS4R activities – they are associated with other activities planned or ongoing within the university. This has been made easier by having the University Director as the *de facto* owner of the HRS4R process as well as being part of the Steering Committee. It is now felt that these are the best possible management and follow-up structures to suit the work.

There are three different groups in the implementation process – Steering Committee, Working Group, Implementation Group. These are described in the relevant section below. We will continue with this structure in the coming years even if the individual members of the committees and groups change.

The university has Internal Auditors who review various processes within the university, often including work involved in the HRS4R process.

4.1.1 How have you prepared the internal review?

The specific process of preparing for the internal review began about one year before the review was to be submitted. The Implementation Group began meeting at more regular intervals and the process for the coming months was planned in detail. Steering Committee meetings were booked long in advance due to the busy schedules of those involved. Meetings with the Working Group were scheduled more frequently to follow up on the results of the existing actions.

We decided early on to complement the review and get suggestions for new actions by revisiting the gap analysis through Focus Group meetings. These groups consisted of 5-6 people in individual groups of R1, R2, R3, R4, Academic Appointment Committee members, and HR staff (six groups in all). Each group discussed about 25 of the C&C principles over the course of three hours. The Focus Group meetings were carried out over a two-week period and were performed online, which surprisingly has been found to be a better format than face-to-face. Each meeting was run by one person from the Implementation Group (who has run many such meetings previously) while another member of the Implementation Group was present to take notes. Focus Group members were advised that no comments would be attributed to them personally but rather to the group as a whole; this encouraged members to speak freely. This format has proved very successful, and many Focus Group members expressed their gratitude at being able to speak freely on the individual topics. The HR Focus Group handled fewer of the principles and also handled OTM-R topics.

When discussing the questions, Focus Group members were asked to quantify each question as to the degree of agreement with the question – i.e. how well ORU fulfils the principle being discussed. All the results from all the Focus Groups were consolidated using Excel to clearly identify which principles contained gaps. The notes taken in the meetings were used to identify what aspects of the principle needed further attention. The results of the Focus Groups resulted in the basis for discussions about new actions, along with the results of previous actions.

New actions were then discussed in the Steering Committee and Working Group. The Implementation Group then developed the individual Actions to make them workable, fitting in as much as possible with existing university activities. Actions were discussed in detail with those entities that would be responsible for the work. The Steering Committee reviewed multiple versions of the Action list, as well as Strengths & Weaknesses and Implementation texts. The final texts were approved by the Vice-Chancellor (ORU 1.1.3-02502/2024).

Information campaigns have been intensified over the past six months including significant improvements to the HRS4R website, newsflashes on the ORU intranet, production of a short,

animated film, seminars, and a presentation to staff at one of the Vice-Chancellor's regular information meetings.

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

Many people in the university's research community are *de facto* involved with implementation of HRS4R as in many cases, actions directly involve them. Furthermore, feedback through research-close support services such as Grants Office and Research Data Advisors has provided a conduit for channelling ideas back into the operations.

The Faculties have an important role in the implementation process, often via the Academic Appointment Committees (LFK). There are also regular meetings with heads of schools, professors, and subject coordinators. As the faculty boards are responsible for the quality of doctoral education, they are also responsible for certain governing documents, processes, and routines.

The involvement of the Doctoral Section and Junior Faculty has been crucial as many actions are aimed at R1/R2 researchers. The two organisations have provided a valuable two-way channel to R1 and R2 researchers respectively.

In all communications regarding HRS4R, a dedicated email address is included encouraging researchers and others to provide comments and feedback.

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

Broadly, there are three different groups in the implementation process:

- **Steering Committee**
  Since the previous review, the university has rethought the composition of the Steering Committee to have a more overarching organisation than originally planned.
  As of spring 2023, the committee consists of the University Director (the equivalent of the CEO of the university), the Head of HR, Deans of the three faculties, 1 to 2 representatives of the Doctoral Section (R1), 1 to 2 representatives of the Junior Faculty (R2), one representative of R3 researchers. R4 researchers are also represented by the Deans (having separate members would increase the numbers in the committee to a level that would be difficult to handle). These meetings are held in English as the R1 and R2 representatives are all international researchers.

- **Working Group**
  This group has varied with the actions that are being carried out. Broadly, they are members of the university administration who are responsible for ensuring that their "own" actions are carried out. The group consists of 5-6 people. Typically, there are representatives from HR, Executive Office, Faculty Office including the Legal Office, Grants Office, the University Library, and the Office for Communication and Collaboration Support plus a senior professor from the academic operations.

- **Implementation Group**
  Since the previous review, the university has also rethought the composition of the Implementation Group. Originally, it was planned to move implementation further out in the organisation, but this was not deemed to be practical or positive.
  During the past year, this group has consisted of three people and is responsible for the day-to-

day running of the implementation and review process under the leadership of HR. They also coordinate the other two groups, maintain contacts with the national HRS4R group (part of Euraxess Sweden). This group is responsible for compiling the review material and organising of site visits. When and where necessary, a member of the Office for Communication and Collaboration Support works with the group on communication issues.

The groups have met with a frequency necessary for the stage of the work. In the six months leading up to submitting the review, the Committee met more frequently, either physically or digitally. The Working Group followed a similar pattern of meetings. The Implementation Group has had a bimonthly or weekly status meeting during the Implementation phase but for the year prior to the review, meetings increased to being more or less daily. Apart from these fora, status updates are given to the University Director, once per month since summer 2023 and more regularly in the three months leading up to the submission of the renewal assessment.

4.1.4 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 is no overarching HR policy at ORU but HRS4R is recognised and incorporated into the University's planning and monitoring processes. This enables a wider reach within the organisation as well as a further instance for following up on the implementation of HRS4R. In the coming years, other policies and strategies will be revised and aligned to HRS4R. HRS4R concepts are being introduced successively in the university's websites (internal and external).

ORU continues to work to fully implement OTM-R in the recruitment processes (see https://www.oru.se/english/career/the-human-resources-strategy-for-researchers-hrs4r/good-practice/). To ensure that the processes are compliant with the concepts of OTM-R and the Charter & Code, a new version of the Appointments' Procedure has been drawn up and approved by the university board in early 2024 (https://inforum.oru.se/globalassets/inforum-en/key_documents/human-resources/appointment-procedures-at-orebro-university.pdf). Information on the recruitment process, aimed at candidates, has been clarified (https://www.oru.se/english/career/available-positions/applicants-and-external-experts/) and highlights the concept of OTM-R. An FAQ that further enables open and transparent communication about the process has been published (https://www.oru.se/english/career/available-positions/applicants-and-external-experts/faq/).

The HR Excellence in Research logo is now visible in job advertisements in English from the university. Furthermore, all new employees automatically receive a link before their employment begins, which leads to a *Welcome to Örebro University* webpage also featuring the HR Excellence in Research logo (www.oru.se/newstaff).

ORU's official digital presentation also includes a section on the HR Excellence in Research award. Furthermore, ORU's film for new employees includes a presentation by the HR director where the award is mentioned.

Implementation of HRS4R is also covered in the introduction programme for new managers at ORU.

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

HRS4R is no longer regarded as a project within the university since projects have defined endpoints; HRS4R activities have no such endpoints. This represents a change in attitude to how the work is run and the personnel resources that are necessary.

The main change in this area is that HRS4R operations are now the overall responsibility of the University Director. This has two consequences: firstly, the importance of HRS4R has been lifted to the highest administrative level; secondly, it is a tacit admission that HRS4R is much more than just HR activities. Furthermore, the Steering Committee now has a much broader representation within the university.

HRS4R actions and indicators are now included in the relevant university departments' annual operation plans. Development of the PUB system (Planning, Follow-up and Budgeting, https://www.hypergene.com/) used by ORU will allow a more systematic follow-up of HRS4R actions.

The process of ensuring the implementation of actions has already been described in the previous review. It has not changed substantially. Actions are regularly followed up by the Implementation Group and Working Group and reported to the Steering Committee.

4.1.6 How are you monitoring progress (timeline)?
Much of this process has been described in previous sections. Broadly:

- Status updates are included in the annual operation reports for departments (administrative) and schools where relevant.

- Regular reports are given to the Steering Committee and action status is discussed.

- There is a quarterly follow-up by the Implementation Group.

- Follow-up of actions is also carried out during regular Working Group meetings.

4.1.7 How will you measure progress (indicators) in view of the next assessment?
Much of this process has been described in previous sections.

The Implementation Group uses a Gantt diagram broken down by action indicators and quarters, providing an overview to make progress monitoring easier. The use of other/additional tools is being investigated.

4.1.8 How do you expect to prepare for the external review?
Preparations for the external review are closely linked with work on the internal review. However, we have also taken specific actions to prepare for the external review (site visit), including:

- Using guidance notes from the Örebro University Business School for its external review for AACSB (https://www.aacsb.edu/) accreditation (https://www.oru.se/english/schools/Orebro-University-School-of-Business/about-us/quality-assurance-procedures-and-ranking/). The School has very detailed descriptions on logistics, which have proven valuable.

- There is no experience yet in Sweden of HRS4R external reviews, so we contacted ten European universities that have been externally reviewed and posed a number of standard questions. Answers to these questions, often very similar, have given us useful information to work with.

- As a result, three members of the Implementation Group made a two-day study visit to the University of Montpellier (https://www.umontpellier.fr/en/international/attractivite-scientifique/hrs4r-label-hr-excellence-in-research) to discuss external reviews in detail as well as other HRS4R matters.

- We began planning the external review visit about one year in advance, considering physical logistics, resources required, personnel to be involved and their preparation etc.

- There is also an active HRS4R group within Euraxess Sweden (https://www.euraxess.se/sweden/hrs4r-sweden), which serves as a discussion partner.

4.2 Additional remarks/comments about the proposed implementation process

During 2024 and 2025, we will analyse the details of the new Charter and begin to align our activities to suit the new Charter and any changes in the review procedure, in good time before the next review. We would like to discuss this point during the External review.

It has become obvious, from the process at Örebro University, and seeing what happens at other Swedish and European universities, that we must work to future-proof HRS4R management operations. Staff come and go, changing positions as a natural part of their career progression. All too often, crucial expertise is lost when a person leaves the university. To tackle this, we are in the process of writing a highly detailed HRS4R Instruction Manual. This will cover processes, groups, reviews (internal and external), logistics, where to find information/statistics, templates, and tips. It is our hope that the considerable knowledge that we possess will be documented to be able to give any new member of the team a flying start when beginning HRS4R work.