

EURAXESS

Internal Review

Case number

2020SE558135

Name Organisation under review

Jönköpings University

Organisation's contact details

Gjuterigatan 5, Jönköping, 553 18, Sweden

Submission date to the European Commission

11/03/2024

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	350
Of whom are international (i.e. foreign nationality) *	154
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	161
Of whom are women *	173
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	273
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	13
Of whom are stage R1 = in most organisations corresponding with doctoral level *	65
Total number of students (if relevant) *	7882
Total number of staff (including management, administrative, teaching and research staff) *	818
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	27000000
Annual organisational direct government funding (designated for research)	13000000

RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	8700000
Annual funding from private, non-government sources, designated for research	5200000

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

Jönköping University, JU, is an innovative and dynamic institution in Sweden, known for its international focus, entrepreneurial spirit, and strong societal collaboration. As one of three private, non-profit Swedish universities authorized to confer doctoral degrees, JU aligns with national regulations and quality standards under a government agreement. It encompasses the Jönköping University Foundation and six subsidiaries including various schools and services. With around 8000 students—2000 international—JU excels in global student exchange and attracts a diverse campus community. Its education spans 80 bachelor and master programs, focusing on international readiness, alongside commissioned and preparatory education. Research at JU targets entrepreneurship, technology, health, and education, offering doctoral degrees in humanities, social sciences, and industrial product development.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

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

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

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

In order to support researchers in applying the principles for research and research ethics included in the research and research ethics policy, The Strategic Committee for Research has also formulated a support document, "Guidelines to Policy for research and research ethics'. Both the research policy and the guidelines have been written with contributions from the Associate Deans for Research from each school and were anchored within the organization.

Details of researcher's professional responsibility is included as a part of the research supervisor training course and in other courses. JU also has guidelines for supervisors and for how supervisors are to be appointed. Professional responsibility is included as a topic in the individual study plan for PhD students.

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

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

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

Strengths and Weaknesses (Award Renewal, max 500 words) *

Jönköping University (JU) has undergone strategic development to establish four research profiles during 2022-2023, supported by the Foundation Board investing additional funds for the development of the profile areas. This investment in profile areas is based on internationalization and collaboration with the goal of showcasing JU's scientific expertise.

The Fundamental Laws of Freedom of Expression and Freedom of the Press Act regulate the entitlement to express and present opinions and disseminate information and views in Sweden. Ethical principles are regulated in the Ethical Review Act and guidelines for ethical assessment and are regulated by the ethical review board. The 'JU Policy for Research and Research Ethics' stipulates the basic principles for good research practice and research ethics has been formulated by The Strategic Committee for Research. The policy gives researchers at all levels, from doctoral student to professor, support in the principles and protocols that apply at JU. Three fundamental issues at the core of JU's stance on academic freedom, communicated in the Policy for research and research ethics, is freedom to creatively choose a research focus, freedom to conduct research within the framework of JU activities (supporting the profile areas), as well as the freedom to communicate research.

JU actively contributes to the transition to an open science system, increasing open access to articles and advancing open access to research data. The university strategically promotes participation in Horizon Europe and supports researchers in developing successful applications. The commitment to research freedom remains strong, and JU's research output continues to be competitive nationally and internationally.

Researchers at JU have access to support services within the university. For instance, the library provides strategic support in publishing, including journal analyses, dissemination opportunities, and guidance on copyright in connection with parallel publishing in open archives. The library also coordinates services related to the management of research data and the development of data management plans. Support is provided to researchers through project financial administrators assigned to each research group, as well as within the Grants Office offering researchers individual advice and workshops, among other things.


The commendable work in creating structure, guidelines, and forums requires ongoing efforts to clarify good research practices, ethical handling, and adapt to changing regulatory conditions. This is crucial to ensure that researchers feel secure in conducting their research.

JU's security work has intensified. During 2023, efforts have been made to enhance the ability to meet challenges in cybersecurity, property, and personal security. Within the framework of security work, the issue of data security and responsible internationalization has been a central component. This work needs to continue forward.

Dissemination and utilisation of results and dissemination of research finding to various stakeholders within society is mainly achieved through Open Access, JU s website, education, outreach seminars and Jönköping's Science Park. Within both education and research, Jönköping University maintains close cooperation with business and society. There are several examples of research projects, both within the industry and the public sector, focusing on complex technical and societal challenges, often requiring collaboration between competencies from different subject areas. However, a need has been identified on how JU can provide additional support to researchers in communicating their research findings.

JU's main improvement area is to assess and enhance the prerequisites for achieving good research practice and to clarify conditions in the research process.

Remarks (max 500 words)

Recruitment and selection* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

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


Strengths and Weaknesses (Award Renewal, max 500 words) *

JU aims to be a professional and attractive working place for researchers. JU needs to attract and recruit cutting edge researchers with the qualifications to drive JUs development forward and support achievement of our goals. JU has worked to strengthen the recruitment process, align career paths and qualification requirements and clarify the selection criteria for different categories of employees. Several updates has been made to the OTM-R policy to ensure transparent, open and merit-based recruitments. JU has also continued developing the digital recruitment tools and aims to reduce administration.

JU's main improvement areas are:

- Improving the recruitment process would involve clarifying expectations for junior researchers and applicants.
- Relocation services are currently available to researchers. It has come to our attention that these services need to be reviewed, and adjustments may be necessary to meet the needs of the researchers.

Remarks (max 500 words)

Working conditions* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

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

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

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

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

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

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

Strengths and Weaknesses (Award Renewal, max 500 words) *

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

JU aims to be open and accessible to all, valuing differences in experience, skills, and personality as assets. Communication and interaction are expected to be characterized by a professional and inclusive approach. To establish a common foundation defining expectations for how employees and students interact with each other and their surroundings, a Code of Conduct was collaboratively developed and decided upon in early 2023. The decision was preceded by workshops during 2022, where employees had the opportunity to influence the content of the Code of Conduct. The implementation has included incorporating it as a theme in JU's leadership forums, theme days within departments, workplace meetings, and employee discussions. The goal is for the Code of Conduct as a tool to contribute to both attractiveness and a sustainable work environment, fostering lifelong learning.

In 2022 a total of 78 per cent of JU's employees filled out an employee survey. The majority of all employees stated that they feel job satisfaction (82 per cent have rated grades 4–6) and most of the employees reported that their work tasks are interesting (91 per cent have rated grades 4–6). Confidence in the immediate manager was high (80 per cent have rated grades 4-6) but had decreased since 2020. A new way of working with employee surveys is launched during 2024. An employee survey, examining the work environment, will be conducted in March 2024. Additional employee surveys will be carried out during the year to follow up on other aspects of the operations.

An exit survey was initiated in 2023 and sent to all employees who resigned voluntarily. Respondents were asked to identify three aspects they considered the best about working at JU and a maximum of three areas they believed should be improved or developed. According to respondents, the most valued aspect of working at JU was the colleagues and teammates. Other appreciated factors included the diversity of tasks, opportunities for development and learning, and some individuals also emphasized the work-life balance and the option for remote work.

Departing employees highlighted workload, clarity in goals and management as areas that need improvement and development. Subsequently, treatment and the organizational work environment were also ranked. Ongoing development activities are occurring in all these areas. It is crucial to continue bringing the Code of Conduct to life and implementing it, aiming for a zero-tolerance policy for harassment, bullying, and discrimination to foster a better work environment. We have established the JU Forum for all employees and the Manager Breakfast for all managers during the year. The JU Forum aims to discuss important development issues for JU across departmental boundaries, and the Chief Breakfast ensures that JU's managers receive in-depth information on current issues. A leadership policy providing guidance in leadership has been formulated in collaboration with representatives from the organization. Implementation of the leadership policy, along with subsequent training to enhance the skills of JU's managers, and the development and implementation of an employee policy outlining each employee's responsibility related to work, are other priority areas for improvement.

The research environment at JU is reported as stimulating and there is a good research infrastructure. JU researchers have the opportunity to be represented on decision-making bodies and there is an extended system for collaboration between employers and employee organisations. Procedures and structures for conflict management are available. JU offers long-term employment contracts with salary and pension rights, which conform to national agreements, to a much larger extent than other universities. Our researchers have flexible working hours and we also provide opportunities for remote work. A recurring question is, however, the challenge of finding a balance between teaching and research activities.

JU has worked actively striving for gender equality and the OTM-R policy has been updated with measures to promote gender equality. Efforts have also been made to increase awareness of potential obstacles that may exist along women's academic career path to a professorship. In 2023, the proportion of women among the doctoral graduates was 49 percent. The gender distribution among managerial staff (management groups) was relatively even, with 62 percent women at the leadership level (compared to the overall percentage of women, which was 57 percent in the organization).

The development of the number of female professors in relation to male professors continues to be positive. In 2023, the proportion of female professors was 43.7 percent, compared to 32.5 percent in 2019. The proportion of newly hired and promoted women as professors at JU was 70 percent. As a result, we can observe that the percentage of professors being women at JTH has increased from 11 percent in 2018 to 31 percent in 2023. In this regard, JTH (Jönköping School of Engineering) holds a top position in a national comparison.


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

A new JU-wide gender equality and equal opportunities plan (2023-2026) has been developed and approved. The plan outlines common goals and directions for the organization, aiming to assist in identifying areas for further improvement.

In 2023, positive news arrived confirming that Jönköping University (JU) and our partners in the EULiST alliance (European Universities Linking Society and Technology) had been successful in the application to become a European University. The EULiST alliance was formed to support long-term EU collaboration in the fields of education, research, and innovation. The partnership in EULiST provides new opportunities for students and staff at JU to share experiences and collaborate through enhanced exchanges in various educational and research projects, as well as within support activities.

The main improvement area is to improve, the balance between research and teaching and to further ensure inclusion (equality) and encourage mobility.

Remarks (max 500 words)

Training and development* **Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

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

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

Strengths and Weaknesses (Award Renewal, max 500 words) *

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

It has been noted that uncertainties regarding supervision sometimes arise, prompting discussions about the need to clarify the roles and expectations of supervisors and PhD candidates. It is considered advantageous for more senior researchers to take on leadership or managerial roles, contributing their experience in conducting research and professional achievements.

The activities at Educate, our higher education pedagogical competence center, are highly appreciated within JU and contribute to inspiring JU's teachers with modern pedagogy and new technology. In addition to fostering a stimulating learning environment, these activities provide access to Continuing Professional Development (CPD). During 2023, we have invested in two new teaching labs and a studio, and in 2024, some courses and seminars will also be opened up to our partners within EULiST, further enhancing opportunities for CPD.

Remarks (max 500 words)**Have any of the priorities for the short- and medium term changed? (max 500 words)**

JU has reconsidered the focus of measures to address a couple of the identified gaps, but overall, we have maintained our priorities.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

The rapid changes brought about by digitalization are having an impact. For instance, the new regulations related to open science and ethical review have influenced JU, prompting the need to reassess conditions and adapt to the updated guidelines and regulations. This includes gaining an understanding of the implications of these changes based on the ongoing work at JU, clarifying conditions for researchers, and establishing support to address both current and future needs.

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

An effort to revise our strategies has been initiated; JU 2025–2030. A working group, with representatives from the university colleges and University Services, coordinates the work, and the revised strategy is intended to be effective from January 2025. The new strategic work may influence the action plan.

Changes have occurred in the foundation board. New leadership may influence the HR strategy. The current president at JU concludes her assignment in 2024. A new president assumes the position in April 2024. The new leadership may influence the HR strategy as well as the action plan.

3. Actions

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

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

Proposed ACTIONS

Action 1

Research policy containing rules and practices which apply for research within JU.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	2018-2020	The Strategic Committee for Research chaired by the Vice President for Research	One common research policy for JU
4. Professional attitude			
6. Accountability			
22. Recognition of the profession			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	The Strategic Committee for Research has formulated a 'JU Policy for Research and Research Ethics' which stipulates the basic principles for good research practice and research ethics. The policy gives researchers at all levels, from doctoral student to professor, support in the principles and protocol that apply at JU. In order to support the researchers in how to apply the principles for research and research ethics included in the policy, the Strategic Committee for Research has also formulated a supportive document to the research policy for JU including the "Guidelines to Policy for research and research ethics'. Both the research policy and the guidelines have been written with the contribution of the Associate Deans for Research representing their own schools and were anchored throughout their organizations. Both the research policy and guidelines have been ratified on the 23rd of November 2020

Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Formulate and implement an ethics policy at JU	2. Ethical principles	2018-2020	The Strategic Committee for Research chaired by the Vice President for Research	One common research policy for JU
	3. Professional responsibility			
	4. Professional attitude			
	6. Accountability			
	7. Good practice in research			
	22. Recognition of the profession			
	32. Co-authorship			

Proposed ACTIONS

Current Status**Remarks**

COMPLETED

The Strategic Committee for Research has formulated a 'JU Policy for Research and Research Ethics' which stipulates the basic principles for good research practice and research ethics. The policy gives researchers at all levels, from doctoral student to professor, support in the principles and protocol that apply at JU. In order to support the researchers in how apply the principles for research and research ethics included in the policy, the Strategic Committee for Research has also formulated a supportive document to the research policy for JU including the "Guidelines to Policy for research and research ethics'. Both the research policy and the guidelines have been written with the contribution of the Associate Deans for Research representing their own schools and were anchored throughout their organizations. Both the research policy and guidelines have been ratified on the 23rd of November 2020

Proposed ACTIONS

Action 3

A policy within the area of intellectual property rights

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	2018-2020	President of JU	One common policy for intellectual property rights for JU

Current Status

Remarks

EXTENDED

Needs have been recognized through a reconsideration of the issue, taking into account changing regulations and conditions. It has been considered necessary to prioritize evaluating the need for contractual assistance in research initially. Action 3 may become relevant at a later stage and should be evaluated once the needs, taking into account the changed conditions, have been mapped out.

Proposed ACTIONS

Action 4

A strategic advisory board for research

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom 23. Research environment	2018	President of JU	Established Strategic Committee for Research
Current Status	Remarks		
COMPLETED	<p>A decision was taken by the President to establish a Strategic Committee for Research the 1 of March 2018. The chair of the advisory board is the Deputy Vice president of Research. Members are the associate deans of research at the Schools and a doctoral student. The decision has been revised. The committee is now a well-integrated part of the university. The Strategic Committee for Research has been established to strengthen the strategic governance, improve coordination and facilitate the flow of information regarding research issue. In addition, the Strategic Committee for Research has been assigned to coordinate educational issues within doctoral studies between the Schools. The Strategic Committee for Research also has an advisory function in relation to the President on strategic issues of a JU-wide nature within the area of research and doctoral studies.</p>		

Proposed ACTIONS

Action 5

An Ethics committee at JU providing advice and information to researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	2019	President of JU	Established ethics council at JU

Current Status

Remarks

COMPLETED

On the 23rd of November 2020 the president has established an Ethical Research Committee to assist and advice researchers on research ethical issues and to facilitate and promote ethical research. The mandate of the Committee is to provide advice and information, more specifically: 1) to disseminate knowledge to researchers as well as teachers and students about research ethics and good research practice at JU; 2) to develop ethical guidelines for student theses at all levels (bachelor, master and doctoral); 3) to review and assess research/development projects that do not fall under the Ethical Review Act for research but in which researchers identify research ethical problems and dilemmas; 3) to assist researchers by providing advice, if needed, prior to applying for a review to the Swedish Ethical Review Authority The committee has been established with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization.

Proposed ACTIONS

Action 6

Support within the area of intellectual property rights.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	2018	President of JU	Established grants office at JU
31. Intellectual Property Rights			

Current Status

Remarks

COMPLETED

A Grants Office was established in 2018 to facilitate research funding by offering information through seminars and events. It assists researchers in finding optimal financing, provides support in coordinating and crafting successful proposals, and offers guidance on project budgets throughout the proposal and project phases.

Proposed ACTIONS

Action 7

Systematic evaluation of research. (project plan available)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems 23. Research environment	2018-2021	Vice President of Research	-Research with high quality and social impact - Increased opportunity for collaboration, attraction and competitiveness -Increased visibility and transparency of research - Increased opportunity for external funding for research - Facilitated recruitment of researchers with excellence

Current Status

Remarks

COMPLETED

Systematic evaluation of research is conducted annually since 2020, in accordance with the regulation QR, QIP and QAR for research environments at JU.

Proposed ACTIONS

Action 8

Update and further develop the Appointment procedure for teachers at Jönköping University to meet the OTM-R

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 16. Judging merit (Code) 20. Seniority (Code)	2018	CHRO In cooperation with The Deans and Deans of research from the four schools	The following should be developed and regulated: <ul style="list-style-type: none"> • Eligibility requirements for each teacher-/research category • Transparency about possible career paths • Recruitment process including, advertising, application, evaluation, feedback to applicants, as well as quality assurance mechanisms meeting the OTM-R

Proposed ACTIONS

Current Status**Remarks**

COMPLETED

The appointment procedure for teachers at Jönköping University has been revised and approved by the President of JU: The 27th of February 2018 The 9th of May 2019 The 24th of March 2020 The 22th of February 2022 The 24th of April 2023 The document was written with the contribution of members of faculty representing their own schools and was anchored through the organization. The revisions were done based on the points of view that were expressed by representants of the organization and anchored through the organization before the document was ratified.

Proposed ACTIONS

Action 9

An internal audition of the recruiting process at the schools is being done.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	2018	The Foundation Governing Board	A report presented for JUs Foundation Governing Board. Identified areas of improvement within the recruitment process

Current Status

Remarks

COMPLETED

An internal audit of the recruiting process was decided and monitored by the Foundation Governing Board in 2018. The Foundation Governing Board uses the information from the reviews as support for different assignments in order to make further development to the most essential processes, in this case the OTM-R.

Proposed ACTIONS

Action 10

Recruitment tools (guidance, templates, instructions) that meet the OTM-R are being developed

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	2018	The HR department in cooperation with the chairs of the recruitment committees at the schools	Professional recruitments that meet the standard of OTM-R.
15. Transparency (Code)			Updated recruitment tools
16. Judging merit (Code)			Training offered for everyone involved in the recruitment process
17. Variations in the chronological order of CVs (Code)			
19. Recognition of qualifications (Code)			
20. Seniority (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	The administrative procedures for the recruitment of teachers at Jönköping University has been revised and has been approved by the President of JU: The 27th of May 2019 The 25th of May 2020 The 27th of June 2022 The 24th of April 2023 The document was written with the contribution of several administrators representing their own faculties and anchored in the organization through the Deans of each school. The revisions were done based on the points of view that were expressed by representants of the schools and anchored through the organization before the document was ratified.

Proposed ACTIONS

Action 11

Agreement with the unions to be able to offer qualification appointments with tenure track.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	2018-2019	CHRO	Agreement with the unions is in place.

Current Status

Remarks

COMPLETED

This kind of agreement with the unions has to be made at a national level. We are represented by the Swedish Agency of Government Employers and they were not able to come into an agreement with the unions at the national level. We have therefore decided as part of The appointment procedure for teachers at Jönköping University to have two different positions that give us the possibility to offer qualification appointments with tenure track, giving the employee possibility to develop both pedagogically and scientifically. These positions are part of the career path: 1. Senior Associate Professor, and, 2. Associate Senior Lecturer. These two positions give our employees better terms of employment than in any other Swedish university.

Proposed ACTIONS

Action 12

Agreement with the unions to be able to offer interesting temporary assignments as visiting professors

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
25. Stability and permanence of employment	2018-2019	CHRO	Agreement with the unions is in place.

Current Status

Remarks

COMPLETED

This kind of agreement with the unions has to be made at a national level. We are represented by the Swedish Agency of Government Employers and they were not able to come into an agreement with the unions. We continue to give permanent positions for this kind of assignments as we have done before.

Proposed ACTIONS

Action 13

Relocation services giving support to our international recruits

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	2018	HR department	Procured relocation services in place.
Current Status	Remarks		
COMPLETED	<p>Ju first signed an agreement with the company Human Entrance, lasting until the 31st of March 2022. Currently, JU has an agreement with Nordic Relocation Group who also provide migration services. Available relocation services are, for example 1. Move coordination before arrival 2. Regional and local orientation 3. Information and help with insurance, tax agency, healthcare system and registration, handling of school and/or preschool for accompanied children, driving license, contact with bank etc. In addition to the relocation services, JU offers the opportunity to receive support with home finding through an agreement with Alfa Quality Moving. The relocation and home finding services can be ordered for all types of employments and positions within Jönköping University.</p>		

Proposed ACTIONS

Action 14

Development of steering documents (HR) The gender equality policy and the diversity and equal treatment policy need to be updated

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	2018-2020	CHRO	Updated steering documents within these areas.

Current Status

Remarks

COMPLETED

Both a new gender equality policy and a new Diversity policy were approved by the President of JU the 8th of June 2020. Both policies were written with the contribution of members of faculty and administrators representing their own faculties and were anchored through the organization through the Deans of each school. In addition to the policies, JU has implemented a plan for Gender Equality and Equal Opportunities (2023-2026), ensuring the institution's ongoing development in alignment with the policies.

Proposed ACTIONS

Action 15

Structure in place to ensure that all doctoral students receive advice related to career development

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2018	The Strategic Committee for Research chaired by the Vice President for Research and each one of the schools.	<ul style="list-style-type: none"> • Individual study plans that show what has been done by way of career planning and that require the employer to sign it • Easy to find information about the activities of the Career Center • Program survey • Alumni survey

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>An annual follow-up of the Individual Study Plan (ISPA) —as part of the quality system at JU— has been decided on 15th of September 2020. The content of the ISP is regulated in Provisions and Guidelines for first-, second- and third-cycle courses and study programmes at Jönköping University (BRJU). According to BRJU, ISP shall be followed up annually and the main results of the follow-up compiled for a Quality Report. Remarks: The Individual study plan (ISP) include follow up of career planning and is signed by the doctoral student, the supervisor and the manager and is decided by the Associate Dean of Doctoral Programmes or equivalent. Program surveys and Alumni surveys are components of the Quality system at JU. The Career Center at JU supports doctoral students and information is available on their homepage/student site.</p>

Proposed ACTIONS

Action 16

Encourage mobility

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	2019-2023	Every school	Several activities will be planned and implemented. Focus changed - the overall objective is to improve inter-cultural competence and promote not only physical mobility but also virtual exchange.
29. Value of mobility			
Current Status	Remarks		
COMPLETED	This action was extended and included in action 31.		

Proposed ACTIONS

Action 17

A supervision policy, generic for JU and a supervision policy for each school

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	2018	The Strategic Committee for Research chaired by the Vice President for Research	A supervision policy, generic for JU A supervision policy for each school

Current Status

Remarks

COMPLETED

Aspects related to supervision of doctoral students are included in two documents: 'Guidelines to Policy for Research and Research Ethics' and in 'Rules and regulations for first, second and third cycle education at JU (BRJU)'. The content of the supervisor guidelines included in BRJU were developed by the associate deans of doctoral programmes or equivalent and anchored throughout the organization. The 'Guidelines to Policy for Research and Research Ethics' have been written with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization. The guidelines have been ratified on the 23rd of November 2020.

Proposed ACTIONS

Action 18

A co-authorship document where each author certifies their contribution. This should be used for compilation thesis and other articles in general.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
32. Co-authorship	2018	The Strategic Committee for Research chaired by the Vice President for Research	Registered co-authorship statement documents

Current Status

Remarks

COMPLETED

Rules and procedures concerning co-authorship are included in the 'Guidelines to Policy for Research and Research Ethics'. These guidelines have been written with the contribution of the Associate Deans for Research representing their own faculties and were anchored throughout the organization. The guidelines have been ratified on the 23rd of November 2020. Forms for Co-author statement have been developed and are in use at JU.

Proposed ACTIONS

Action 19

A web based course for international supervisors.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
40. Supervision	2019-2023	The Strategic Committee for Research chaired by the Vice President for Research	Written regulation for supervisors is developed and deployed.
Current Status	Remarks		
COMPLETED	This action was included in action 32 - Plan for a sustainable HE pedagogical support.		

Proposed ACTIONS**Action 20**

New strategy at Jönköping University

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom		President of JU	New strategy decided by the board
Current Status	Remarks		
COMPLETED	The new strategy has been developed and implemented with the collaboration of all employees.		

Proposed ACTIONS**Action 21**

Criteria for admission as Associate Professor (Docent)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
19. Recognition of qualifications (Code)		CHRO In cooperation with the deans of research from the four schools	Criteria decided by the President
Current Status	Remarks		
COMPLETED	This action was identified when developing the Appointment procedure for teachers at Jönköping University to meet the OTM-R.		

Proposed ACTIONS

Action 22

Admission and employment regulations for doctoral students at Jönköping University

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment		CHRO In cooperation with the Deans of Research and the Directors of Doctoral Programmes	Admission and employment regulations decided by the President
13. Recruitment (Code)			
14. Selection (Code)			
16. Judging merit (Code)			
Current Status	Remarks		
COMPLETED	This action was identified when developing the Appointment procedure for teachers at Jönköping University to meet the OTM-R.		

Proposed ACTIONS

Action 23

Revision of Regulations for Steering Documents ensuring that all steering documents are translated into English

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination		University Services	New Regulations for Steering Documents decided by the President.

Current Status	Remarks
COMPLETED	

Proposed ACTIONS**Action 24**

New work environment policy

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions		CHRO	New Work Environment Policy decided by the President.
Current Status	Remarks		
COMPLETED			

Proposed ACTIONS

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Employee Survey	24. Working conditions		CHRO	Activity plans have thereafter been compiled in three different levels: for the department, for the school and generally for the university.
	Current Status	Remarks		
	COMPLETED	The survey in 2020 gave us good insight of the areas that need to be further developed in order to offer excellent working conditions. All employees have taken part of the results of the survey and have been involved to identify activities to further develop their working conditions. JU has continued to conduct employee surveys. A new survey will be conducted in March 2024.		

Proposed ACTIONS

Action 26

Establishment of Jönköping University doctoral Council

GAP Principle(s)

35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

Responsible Unit

The Strategic Committee for Research chaired by the Vice President for Research

Indicator(s) / Target(s)

The establishment of a doctoral council decided by the President.

Current Status

Remarks

COMPLETED

Proposed ACTIONS**Action 27**

Systematic evaluation of research environments

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems		Vice President of Research	Administrative Procedure for quality reports and quality improvement plans for research environments is in place.
23. Research environment			
	Current Status	Remarks	
	COMPLETED		

Proposed ACTIONS**Action 28**

HE pedagogical development specifically focused on digitalization

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching		The Strategic Committee for Education chaired by the Vice President for Education	Digital pedagogical support has been developed 2020.
	Current Status	Remarks	
	COMPLETED		

Proposed ACTIONS

Action 29

Quality assurance system for systematic evaluation of research - Continued development of quality reports and quality improvement plans

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems			Research with high quality and social impact - Increased opportunity for collaboration, attraction and competitiveness
18. Recognition of mobility experience (Code)	2021	Vice President of Research	-Increased visibility and transparency of research - Increased opportunity for external funding for research - Facilitated recruitment of researchers with excellence
23. Research environment			
Current Status	Remarks		
COMPLETED			

Proposed ACTIONS

Action 30

Development of Research Services a) A structure for support in legal and financial matters needs to be developed in the area of contractual and legal obligations b) Workshops and regular information about contractual matters is needed. Legal competence of agreements and Intellectual Property Rights needs to increase among researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2023	President of JU	Increased capability to attract research funding i.e. higher success rate.

Current Status

Remarks

COMPLETED

Through the establishment and development of the Grants Office, there is now a structure in place that provides researchers with support and guidance through information, workshops, etc. As part of the effort to increase research funds, JU has also actively worked to reduce overhead costs.

Proposed ACTIONS

Action 31

Activities to promote and facilitate intercultural competence for staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	2023	Senior advisor to the president on issues related to internationalisation	• Developed support structure (including educational material and information technology) to facilitate virtual exchange activities at JU. • Developed and implemented intercultural workshops for JU staff. • Established academic publishing workshop series open for both staff at JU and
29. Value of mobility			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			international partners.
Current Status	Remarks		
COMPLETED	<p>JU has been accepted as a partner in the EU-list alliance (European Universities Linking Society and Technology) a European University Initiative to encourage collaboration through different forms of exchange. Our center for HE pedagogical development, EDUCATE, offers a course on intercultural competence as part of its workshop series. Academic publishing workshops are completed and involved researchers from Sweden, India, and Rwanda. They were conducted by professors from HLK.</p>		

Proposed ACTIONS

Action 32

Plan for a sustainable HE pedagogical support (including 9c in the action plan for 2018-2020 - a web based course for international supervisors)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching	2022	The Strategic Committee for Education chaired by the Vice President for Education	Developed plan for sustainable HE pedagogical support.

Current Status

Remarks

COMPLETED

As part of the establishment of a sustainable HE pedagogical support, courses for supervisors are conducted, also targeting international supervisors. The need for such a web-based course has evolved, and JU currently identifies a changed need with a focus on web-based seminars, lectures, or short video clips describing various elements of supervising. The activities at Educate, our higher education pedagogical competence center (the sustainable HE pedagogical support established in 2021), are highly appreciated within JU and contribute to inspiring JU's teachers with modern pedagogy and new technology. During the year, we have invested in two new teaching labs and a studio, and in 2024, some courses and seminars will also be opened up to our partners within EULiST.

Proposed ACTIONS

Action 33

Implement strategy for promoting efficient communication and visibility of research at JU

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results 9. Public engagement	2018-2023	Vertikals Advisory Board Marketing department	- More effective research communication from researchers in collaboration with media using social media - Training and practice for researchers in media/social media communication
Current Status	Remarks		
COMPLETED	The project Vertikals is completed. Research communication has been integrated as a part of the operations.		

Proposed ACTIONS

Action 34

Develop the work with good research practice.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles 4. Professional attitude 7. Good practice in research	2024-2026	a-c) Every school + The Strategic Committee for Research + The Research Ethics Committee d) Every school + HS e) HS	a) Review and, if necessary, update and revise existing documents related to good research practice. b) JU-common training on research ethics. c) Discussions and JU-common training on good research practice. d) Activities to further incorporate the Code of Conduct in the organisation. e) Development and implementation

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			of a JU-common employee policy.
Current Status	Remarks		
NEW			

Proposed ACTIONS**Action 35**

Increase researchers' awareness of the Research Ethics Committee work.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles 4. Professional attitude 7. Good practice in research	2024	The Research Ethics Committee	Visibility and outreach of research ethics committee – update information and make information more accessible (on the intranet).
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 36	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop research data management.	2. Ethical principles 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 31. Intellectual Property Rights	2024-2026	Responsibilities to be decided	Completion of the ongoing pilot related to the FAIR principles will be followed by activities with designated responsibilities and in line with the STINT recommendation regarding responsible internationalisation.
	Current Status	Remarks		
	NEW	A project plan, outlining specific activities and assigned responsibilities, will be established in 2024.		

Proposed ACTIONS**Action 37**

A clearer access of research support at different stages of the research process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
3. Professional responsibility			
4. Professional attitude			
5. Contractual and legal obligations			
6. Accountability	2024-2025	HS with guidance from The Strategic Committee for Research	Visualizing available support for researchers throughout the research process.
7. Good practice in research			
23. Research environment			
31. Intellectual Property Rights			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 38

Improved process for fulfilling contractual and legal obligations.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility			
5. Contractual and legal obligations	2024-2026	HS in collaboration with the schools	Evaluating the need for contractual assistance in research.
31. Intellectual Property Rights			

Current Status	Remarks
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NEW	
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Proposed ACTIONS**Action 39**

Develop the research communication.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
8. Dissemination, exploitation of results 9. Public engagement	2024-2025	Every school + HS	JU-common training in research communication. Review the incentives for researchers to actively communicate the research results outside academia.
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 40

Clarifying the roles and expectations of supervisors and PhD candidates.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors			Review and if necessary, revise the documentation that clarifies the roles and expectations of supervisors and PhD candidates.
37. Supervision and managerial duties	2024-2025	SRF + every school	
40. Supervision			
	Current Status	Remarks	
	NEW		

Proposed ACTIONS

Action 41

A portfolio structure aimed at clarifying expectations for junior researchers and applicants in the recruitment process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
13. Recruitment (Code)			A template, accompanied by guidelines, delineating the format and composition of an academic qualification portfolio.
28. Career development	2025-2026	Every school	
29. Value of mobility			
30. Access to career advice			

Current Status	Remarks
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NEW	
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Proposed ACTIONS

Action 42

Encourage more senior researchers to take on leadership/managerial roles.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
37. Supervision and managerial duties	2024	JU Ext + HS + The Strategic Committee for Research	Suggest a strategy and measures to increase the attractiveness of taking up leadership/managerial roles.

Current Status	Remarks
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NEW	
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Proposed ACTIONS

Action 43

Improve the balance between research and teaching.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	2024-2026	Each manager	Ensuring that the balancing between research and education activities is part of the follow-up of time planning in the yearly development talks. The planned time for research activities, (eg. to write research applications) and variations in workload must be part of the talk. The dialogue
24. Working conditions			
33. Teaching			

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			should continue throughout the year.
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 44

Improve the relocation process.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)	June 2024	HS	Evaluate the experience of the existing relocation services in order to improve the internationally newly recruited employees' experiences of relocation
26. Funding and salaries			
29. Value of mobility			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 45

Increased mobility

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
29. Value of mobility	2024-2026	Every school	Continued efforts to create conditions for increased mobility, with a particular focus on the mobility within the EULiST collaboration.

Current Status	Remarks
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NEW	
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Proposed ACTIONS

Action 46

Equal opportunities and gender equality will be integrated into research-related activities.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2024-2026	All responsible units.	Equal opportunities and gender equality perspective shall be considered and, where relevant, included in all the above-mentioned measures. The actions taken should be part of the systematic work with equal opportunity and followed up in the quality assessments.
24. Working conditions			
27. Gender balance			

Proposed ACTIONS

Current Status	Remarks
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NEW	
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Unselected principles:

21. Postdoctoral appointments (Code) 34. Complains/ appeals 38. Continuing Professional Development
39. Access to research training and continuous development

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

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

URL *:

<https://ju.se/en/about-us/work-at-jonkoping-university/hr-strategy-for-researchers/documents-and-decisions-concerning-hr-strategy-for-researchers.html> (https://ju.se/en/about-us/work-at-jonkoping-university/hr-strategy-for-researchers/documents-and-decisions-concerning-hr-strategy-for-researchers.html)

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

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Open, transparent and merit based recruitments are now the rule in our organization and our steering documents strengthen the ambition to attract the best researchers giving men and women of all nationalities the same opportunity to compete for JUs tenure track positions. Even so, we can see that men tend to apply for positions where they may lack merits and sometimes succeed in getting those positions while women are much more cautious and miss opportunities. We are therefore encouraging women to be more courageous at the same time as we make sure that men and women get the same opportunities to develop their qualifications. When implementing our steering documents we got aware of further needs and therefore took the following actions: 1) revise the appointment procedures for teachers and the administrative procedures with, among others, two different positions that give us the possibility to offer qualification appointments with tenure track that give the employee possibility to develop both pedagogically and scientifically. These positions, Senior Associate Professor and Associate Senior Lecturer, are part of the career path. These two positions give our employees better terms of employment than in any other Swedish university. 2) Decide on a common criteria for admission as Associate Professor (Docent). 3) Develop and decide common admission and employment regulations for doctoral students at Jönköping University.

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

Open, transparent and merit based recruitments has continued to be the rule in our organization. JU has continued the efforts to strengthen the recruitment process to align with the OTM. The appointment procedure has been updated, at the latest on 2023-04-24. Improvements have been implemented in the administrative procedure and templates guiding the recruitment team, as well as in the development of support within the web-based recruitment tool. These enhancements have involved measures to promote gender equality, an update of assessment criterias, and clarifications of steps in the process.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

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

During the last years we have worked intensely with the development and implementation of the activities stated in the HRS4Rs action plan. JU have closed the majority of the previously identified actions. Gap 3 remains to be addressed and is extended to enable an overview of changing conditions affecting the management of intellectual property rights.

We have continued to use the HRS4R methodology to facilitate Jönköping University's continuous improvement toward becoming the excellent research institution we aim to be. The Strategic Committee for Research, chaired by our Vice President for Research, continues to follow up on the action plan. JUs Executive Team is closely involved as the activities have been prioritized and identified as important for the development of JU to be an attractive organization for researchers from all over the world. The activities will gradually be integrated further into the operations by implementing the actions as part of the next operational plans. Each measure has also been aligned with the responsible party to ensure resources and implementation.

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

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

The internal review has been carried out by the Vice President of Research and the HR strategist. The responsible for the different activities has given input about the status, progress and remarks of their own activity. The internal review has also been based on group interviews with four research groups (R1-R4) conducted by the HR Director and the HR Strategist in June 2023 as well as completed employee surveys and input from the Strategic Committee for Research.

JUs Executive Team where the President, the Executive Vice president, the Vice Presidents Deans and other Executives are represented have been involved and have been advisory on which activities that will be included in the action plan for 2024-2026.

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



Detailed description and duly justification (max. 500 words)

All the actions in the action plan involve our research community in different ways. All the steering documents are sent to the schools to give them the opportunity to give their points of view and suggestions on how to proceed. The Strategic Committee for Research has been closely involved.


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



Detailed description and duly justification (max. 500 words)

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


The Strategic Committee for Research (SRF) has been continuously involved in the work of developing and anchoring the need for measures proposed in the action plan. Dialogues have also been held with the suggested parties responsible for the actions, and ultimately, Ju Ext (Jönköping University Executive Team), chaired by the president, has been involved and approved the direction of the measures in the action plan.

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

Detailed description and duly justification (max. 500 words)

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

The JU Code of Conduct focusing on clarifying how researchers are expected to treat each other, as well as the Gender Equality and Equal Opportunities Plan 2023-2026, are other examples aligned with the HRS4R regarding openness, transparency, non discrimination and gender-balance stipulated in the HRS4R.

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

Detailed description and duly justification (max. 500 words)

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

The Foundation Governing Board is informed about the activities and the HRS4R action plan has been a prioritized activity set by the Board.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

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

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



Detailed description and duly justification (max. 500 words)

We have a system to monitor gaps that have been closed and eventually new gaps that are identified. The action plan will also be followed up continuously by the Strategic Committee for Research and the JU Executive Team. When implemented in the operational plans, the respective responsible unit will measure the progress and involve the Strategic Committee for Research and JU Executive Team.

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



Detailed description and duly justification (max. 500 words)

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

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

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