

Process Description

Process

Name	Position	Steering Committee	Working Group	Management line/ Department
Astrid Söderbergh Widding (to 2025-01-31)	President	X		Senior Management Team
Hans Adolfsson (from 2025-02-01)	President	X		Senior Management Team
Clas Hättestrand (to 2025-06-30)	Vice President	X		Senior Management Team
Jane Reichel (from 2025-07-01)	Vice President	X		Senior Management Team
Åsa Borin	University Director	X		Senior Management Team
Henrik Cederquist (to 2023-12-31)	Deputy Vice President for Science	X		Faculty of Science/Senior Management Team
Lena Mäler (2024-01-01 – 2024-12-31)	Deputy Vice President for Science	X		Faculty of Science/Senior Management Team
Martin Jakobsson (from 2025-01-01)	Deputy Vice President for Science	X		Faculty of Science/Senior Management Team
Elisabeth Wåghäll Nivre (to 2023-12-31)	Deputy Vice President for Human Science	X		Faculty of Humanities/Senior Management Team
Stefan Helgesson (from 2024-01-01)	Deputy Vice President for Human Science	X		Faculty of Humanities/Senior Management Team
Yvonne Svanström	Deputy Vice President for Human Science	X		Faculty of Social Sciences/Senior Management Team
Pernilla Leviner	Dean of the Faculty of Law	X		Faculty of Law



Lena Mäler	Dean of the Faculty of Science	X		Faculty of Science
Rahwa Ghebresellase	HR Officer		X	Office of Science
Mats Börjesson	Professor, Head of Department		X	Department of English
Ulf Nyman (to 2025-01-31)	Analyst		X	President's Office
Karin Grelz	Engagement and Collaboration Officer		X	Office for Research, Engagement and Innovation Services
Kenneth Hjalmarsson	HR Officer		X	Office of Human Science
Kristina Löfstedt	HR Specialist		X	Human Resources Office
Gunnar Svensson	Professor, former Head of Department		X	Department of Materials and Environmental Chemistry
Lena Zeiloth	HR & Administrative Officer		X	Human Resources Office
Henrik Lindell Kennberg	Analyst		X	President's Office
Jacob Färnert	Analyst		X	President's Office

Stakeholder group	Consultation format	Contributions
R1 – doctoral students, three meetings, 10 persons	Interviews with focus groups, student union representative, PhD-ombudsman	Inform, gathering information and contribute to the GAP analysis and action plan.
R2 – postdocs and young researchers, 3 meetings, 12 persons	Interviews with young researchers, and young faculty	Inform, gathering information and contribute to the GAP analysis and action plan.
R3 – R4 assistant, associate and full professors, 2 meeting, 7 persons	Interviews	Inform, gathering information and contribute to the GAP analysis and action plan.
SU Coordinators for research ethics	2024-01-11 Interview and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Faculty of Science - working committee	2024-01-16 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.

The Interdisciplinary Council - a standing committee for the President. The council consists of the university leadership, deans, teacher-representatives in the University Board, and students.	2024-01-29 Information and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Heads of the Faculty of Social Sciences	2024-02-08 Information and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Faculty board of Social Sciences	2024-02-14 Information and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Human, Social and Law Sciences Area Teacher Proposal Boards	2024-02-20 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Faculty of Law Board	2024-03-05 Information and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Human resources-unit (Lena Zeiloth and Kristina Löftstedt)	2024-03-07 Information	Informing of HRS4R-project.
SU – PhD support	2024-03-12 Interview and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
SU – Trade union	2024-03-18 Meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
SU – Mentorship program	2024-03-20 Meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
Chemical section board	2024-03-21 meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
Biological section board	2024-03-21 meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
Geological and environmental science section board	2024-03-21 meeting	Inform, gathering information and contribute to the GAP analysis and action plan.



Physical section boards	2024-03-21 meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
R2 Young faculty, Science	2024-04-09 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
Student union representative	2024-04-10 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
The University Senior Management Team	2024-04-15 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Sciences Area Teacher Proposal Boards	2024-04-16 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
R2 – Humanity, Social science and Law	2024-04-18 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
R2 – Science	2024-04-22 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
Faculty of Humanities	2024-04-23 Meeting	Inform, gathering information and contribute to the GAP analysis and action plan.
R3-R4 – Humanity, Social science and Law	2024-04-24 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
R3-R4 – Science	2024-04-24 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
R1 – Humanity, Social science and Law	2024-04-29 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
R1 – Science	2024-05-06 Interview	Inform, gathering information and contribute to the GAP analysis and action plan.
University Administration Management Team	2024-05-08 Meeting	Inform, gathering information and contribute to the GAP analysis and action plan.

Faculty of Sciences	2024-05-17 Meeting and group discussions	Inform, gathering information and contribute to the GAP analysis and action plan.
The University Senior Management Team	2024-06-03 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
Department of Child and Youth Studies	2024-10-02 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
The University Senior Management Team	2024-10-07 Meeting and discussion	Reporting the process of the project
Department of Culture and Aesthetics	2024-10-08 Meeting and discussion	Inform, gathering information and contribute to the GAP analysis and action plan.
The University Senior Management Team	2024-11-25 Meeting and discussion	Reporting the process of the project
The University Senior Management Team	2025-04-07 Meeting and discussion	Discussion on feedback on the application.
The University Senior Management Team	2025-05-19 Meeting and discussion	Discussion on the project plan for the new application.
R2 Young faculty, Science	2025-10-02 Meeting and discussion	Discussion on the new application.
R1 Doctoral students and the Doctoral council of the Student Union	2025-11-18 Research staff consultation meeting	Input to GAP analysis, OTM-R checklist and Action Plan
The University Senior Management Team	2025-12-08 Meeting and discussion	Discussion on the new application.
The Interdisciplinary Council	2026-01-30 Meeting and discussion	Discussion on GAP and the new application.
The University Senior Management Team	2025-02-23 Meeting and discussion	Discussion on the new application.
Department of Child and Youth Studies — Mixed	2025-10-02 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of English — R4	2025-11-18 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of English — R3	2025-11-18 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of English — R2	2025-11-18 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Department of Philosophy — R2	2025-12-28 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Philosophy — R3	2025-12-28 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Philosophy — R4	2025-12-28 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Physics — R2	2025-12-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Physics — R3	2025-12-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Physics — R4	2025-12-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Stockholm Business School — R2	2025-10-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Stockholm Business School — R4	2025-10-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of History — R2	2025-12-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of History — R3	2025-12-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of History — R4	2025-12-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Swedish Institute for Social Research (SOFI) — R4	2025-10-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Swedish Institute for Social Research (SOFI) — R3	2025-10-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Swedish Institute for Social Research (SOFI) — R2	2025-10-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Astronomy — R3	2025-12-02 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Astronomy — R2	2025-12-02 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Biochemistry and Biophysics (DBB) — R2	2025-11-25 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Biochemistry and Biophysics (DBB) — R3	2025-11-25 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Ecology, Environment and Plant Sciences (DEEP) — R3	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Public Health Sciences — R2	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Public Health Sciences — R3	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Public Health Sciences — R4	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Geological Sciences (IGV) — R4	2025-11-25 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Culture and Aesthetics — Mixed	2025-12-18 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Linguistics — R3	2025-12-18 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Media Studies — Mixed	2025-12-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Department of Environmental Science — R4	2025-11-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Environmental Science — R3	2025-11-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Environmental Science — R2	2025-11-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Molecular Biosciences, The Wenner-Gren Institute (MBW) — R2	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Molecular Biosciences, The Wenner-Gren Institute (MBW) — R3	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Molecular Biosciences, The Wenner-Gren Institute (MBW) — R4	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Physical Geography — Mixed	2025-11-25 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Slavic and Baltic Studies, Finnish, Dutch and German — Mixed	2026-01-06 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Social Work — Mixed	2025-10-16 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Swedish Language and Multilingualism — Mixed	2025-12-22 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Teaching and Learning — R4	2025-10-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Teaching and Learning — R3	2025-10-14 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Law — Mixed	2025-12-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Department of Law — R4	2025-12-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Chemistry — R2	2025-12-09 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Chemistry — R3	2025-12-09 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Chemistry — R4	2025-12-09 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Criminology — R2	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Criminology — R3	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Criminology — R4	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Human Geography — Mixed	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Economic History and International Relations — R2	2025-10-07 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Economic History and International Relations — R3	2025-10-07 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Economic History and International Relations — R4	2025-10-07 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Psychology — R2	2025-11-24 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Psychology — R3	2025-11-24 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan



Department of Psychology — R4	2025-11-24 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Romance Studies and Classics — R2	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Romance Studies and Classics — R3	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Romance Studies and Classics — R4	2025-11-10 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Social Anthropology — Mixed	2025-11-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Sociology — R2	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Sociology — R3	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Sociology — R4	2025-10-17 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Special Education — Mixed	2025-10-16 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Statistics — Mixed	2025-10-16 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Political Science — R2	2025-09-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Political Science — R3	2025-09-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Department of Political Science — R4	2025-09-03 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Stockholm University Baltic Sea Centre — Mixed	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Stockholm University Baltic Sea Centre — R2	2025-12-08 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan
Tarfala Research Station — R2	2025-11-21 Research staff consultation survey results	Input to GAP analysis, OTM-R checklist and Action Plan

Please describe how the committee overseeing the process was appointed and how it worked (meetings, decisions, etc.).

Originally established in March 2023, the steering committee was subsequently reviewed in light of the European Commission’s recommendations in the initial assessment, particularly those concerning the composition and representativeness of the steering committee. Stockholm University has revised its organisational model for the HR Excellence in Research Award process. The revised structure ensures broader institutional representation and more explicit inclusion of perspectives from all researcher career stages (R1–R4). A newly constituted Steering Committee, composed of representatives from all faculties together with appointees covering the full R1–R4 spectrum, now oversees the strategic direction of the HR Excellence in Research Award process. The Committee is mandated to ensure alignment with university-wide priorities, monitor progress, and provide strategic guidance throughout the implementation cycle.

The Steering Committee meets regularly, and additional consultations are arranged as needed to address cross-faculty matters or structural issues. Formal minutes are kept, and decisions requiring broader institutional anchoring are escalated in accordance with established governance procedures.

Operational matters are handled by the Working Group, which is responsible for day-to-day coordination, preparation of documentation, and ensuring that actions progress in line with the Action Plan. Decisions of strategic significance are referred to the Steering Committee for consideration and approval.

Throughout the process, University leadership has been continuously informed and has provided guidance, support, and resources when required. Final documents, including the revised Gap Analysis, Action Plan, and supporting organisational descriptions, are formally approved through the University’s established decision-making process, with the final submission authorised in accordance with institutional governance.

Please describe how the working group doing the gap analysis was appointed.

The Working Group was initially established on 9 March 2023 by the Vice-Chancellor's decision to prepare Stockholm University's first application for the HR Excellence in Research Award, resulting in the submission of the initial documentation. When the University received feedback from the European Commission, the Working Group was reappointed by the President on 26 June 2025, this time with renewed administrative support from the University Administration. Its new mandate was to revise and complement the GAP analysis in line with the Commission's recommendations.

In reconstituting the group, care was taken to ensure that the necessary expertise and perspectives were represented, while keeping the Working Group at a manageable size. The composition was reviewed against the competencies already present in the Steering Committee and other advisory functions, ensuring that the Working Group's profile complemented the broader governance structure of the process.

In fulfilling its mandate, the Working Group consulted regularly with senior management at the University, faculty representatives, and other key stakeholders across the R1–R4 career stages. The results of the Research Staff Consultation Survey, carried out as part of Stockholm University's HR Excellence in Research Award process, were also reviewed and validated with relevant groups to ensure broad institutional anchoring and alignment with researchers' needs and experiences.
