

**HR Excellence in Research**

# **Internal Review**

## **Internal Review**

**Case number**

2019SE450153

**Name Organisation under review**

Lund University

**Organisation's contact details**

Paradisgatan 5, Lund, 221 00, Sweden

**Submission date to the European Commission**

28/11/2025

## 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	4686
Of whom are international (i.e. foreign nationality) *	2018
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	3010
Of whom are women *	2045
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1577
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1167
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1427
Total number of students (if relevant) *	29833
Total number of staff (including management, administrative, teaching and research staff) *	7342
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	933000000
Annual organisational direct government funding (designated for research)	261000000

**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)	530000000
Annual funding from private, non-government sources, designated for research	201000000

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

Lund University was founded in 1666 and is ranked among the world's top 100 universities. The University has around 46000 students and more than 8400 staff and provides education and research with a unique disciplinary range within the following areas:

- Economics and management
- Humanities and theology
- Law
- Fine and performing arts
- Engineering
- Medicine
- Science
- Social sciences

Lund University has a distinct international profile, with partner universities in 70 countries. The University is active in networks and partnerships which the aim to strengthen research and education e.g. LERU, EUGLOH, CESAER, U21 and Euraxess-Sweden.

**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.

**Strengths and Weaknesses (Initial Phase)**

As a full-scale, cohesive University with a high concentration of expertise and research infrastructure we share a culture of excellence across and between disciplines. The University aims to consolidate and strengthen its position on all levels, and the development of our research reflects the core values established in the University's Strategic Plan 2017-2026 (<https://www.lu.se/strategic-plan>). In order to become world-leading, the University must have an open and inclusive culture marked by high ethical standards, gender equality and diversity. This promotes a critical approach in which issues relating to research ethics can be openly discussed (Research Strategy 2017-2021) (<https://www.lunduniversity.lu.se/sites/www.lunduniversity.lu.se/files/research-strategy-lund-university-2017-2021.pdf>).

RQ20 (Research Quality 2020), the new major research quality evaluation at Lund University, is based on self-evaluations and will involve around 5 000 members of staff. This time there is also an examination of relations to education and external engagement as well as the situation regarding infrastructure, interdisciplinary approach and management structure with goals and plans.

**Prioritised areas for further improvements, based on the thematic headings of Charter and Code:**

Based on the Charter and Code Lund University will carry out improvements regarding several of the principles under the heading Ethical and professional aspects. One major action is the training in ethics for researchers at all levels. A compulsory course for doctoral students starts 2021. Other actions current for the coming two years are good research practise and research communications, areas that the researchers brought up as of considerable importance for them as researchers at Lund University.

**Strengths and Weaknesses (Interim Assessment)**

Academic freedom is a cornerstone of Swedish democracy and it is stated in both the Swedish constitution and in the Swedish Higher Education Act. Researchers are free to study various scientific issues, without political pressure, independent but also innovative and curiosity-based research is ensured.

Over the last couple of years Lund University has continue to strengthen this area. One example is the new position Pro Vice-Chancellor for Communication, Integrity and Character, appointed by the new University Management. The Lund University Ethics Council has changed its mission to also address academic freedom and is now called the Council for Ethics and Academic Freedom.

The council works to enhance the awareness and importance of an ethical approach in Lund University's activities. The purpose is to stimulate discussion and debate on ethical issues and to promote knowledge development in the field of ethics and academic freedom. The Ethics Advisory Board advises the Vice-Chancellor and the Vice-Chancellor's Management Council on ethical issues.

When it comes to ethical aspects:

- All PhD students must attend a two-week course on research ethics. An online course for postdocs and senior researchers is currently available at the Faculty of Medicine, and a new course for employees at all faculties will be available in 2022.

- Information and discussion meetings open to all employees are held on ethics topics. They are in different forms, both digital and physical and includes both short lunch meeting and longer seminars.

- Employees can turn to a research ethics advisor if they have any questions relating to ethical review or other aspects of research ethics regulation, or if they want to discuss ethical aspects of a certain project. Useful information is also available online.

- PhD students and supervisors jointly consider ethical aspects in the student's individual study plan.

- All faculties have a research representative who can be consulted on questions related to good research practice. And the University's Council for Ethics and Academic Freedom arranges seminars on related themes.

There is currently no systematic follow-up in place to ensure that all researchers are kept updated on important ethical principles and rules.

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

In addition to the activities stated in 2022, the University has launched a new online ethics course for all researchers. The researcher's manager can, in the online tool, check that the researcher has completed the course.

The Council for Ethics and Academic Freedom continues its good work and has addressed various topics within research ethics and academic freedom, such as AI use and the research integrity, at the university and continues to enhance the awareness and importance of an ethical approach in Lund University's activities.

**Remarks (max 500 words)**

**Strengths and Weaknesses (Initial Phase)**

The Lund University Appointment Rules (<https://www.staff.lu.se/sites/staff.lu.se/files/lund-university-employment-rules-190618.pdf>) contain the rules for appointment and promotion at Lund University. The application process is designed to be transparent, and the guide outlines the principles and rules on recruitment, qualification requirements, assessment criteria and promotion matters in addition to the appeal process. The Appointment Rules assume that each faculty has clear delegation of responsibility and provides information on the recruitment process to candidates. The Appointment Rules area are complemented by a policy (<https://www.staff.lu.se/sites/staff.lu.se/files/policy-on-employment-and-good-and-clear-career-paths-for-teaching-staff-and-researchers-at-lu-190618.pdf>) to guide the long-term strategic and operational work on appointments, good and clear career paths and talent management concerning teaching staff and researchers at Lund University.

**Prioritised areas for further improvements, based on the thematic headings of Charter and Code:**

For a description of current practise, please see sections 12-21 in the Gap-analysis as well as OTM-R checklist.

The Lund University Appointment Rules will be reviewed, with the aim to make the procedure quality assured and clear for all people involved.

A process description for recruitment of research staff (involved in teaching) will be drawn up, available both internal and external and in both Swedish and English, compared with the process description for researchers. (<https://www.hr-webben.lu.se/rekrytering/recruitment-of-technical-and-administrative-staff>)

The process will ensure correct and transparent handling regarding for example gender aspects and judging of merits.

Training will be available for all members of recruitment committees from 2021.

**Strengths and Weaknesses (Interim Assessment)**

Recruitment is crucial in Lund University's vision to be a world-class university that works to understand, explain and improve our world and the human condition. A large part of the work to improve recruitment is done by the faculties, but there are also issues that Lund University can work on together. One prerequisite for recruitment on objective grounds is that gender awareness is an element in every stage of the process, from needs analysis to appointment and continued career progression.

Lund University's (LU) Appointment Rules (reg. no STYR 2022/286) are based on the Swedish legislation for public authorities that includes a requirement for transparency and equal treatment. We are by law obligated to recruit based on the principle that attention shall be paid only to objective factors such as service merits and competence. Competence shall be a primary consideration unless there are special reasons for doing otherwise. LU is governed by the principle of public access to official documents. The Appointment Rules are complemented by a policy to guide the long-term strategic and operational work on appointments, good and clear career paths and talent management concerning teaching staff and researchers at Lund University. The appointment process has been mapped in the first implementation stage of the HRS4R Action Plan and is published on lu.se, for applicants to get a better understanding of the different steps in the process. The process is also mapped and described in detail to help the faculties' appointment boards in the further development of their work. LU has a common course available for new members of appointment boards, regarding the basics of the appointment process, such as legal compliance, equality and diversity. The appeals process for appointments is legislated and ensures that the appointment boards abide by the appointment regulations, regarding for instance transparency, equality and merit.

One weakness, which is also a strength, is that the University is very decentralised. The faculties have great power to implement their own cultures and decide on their own organisation. This means that there are 8 different faculties which organise research and education differently and this affects the possibilities to implement common systems and policies. The faculties have to agree on larger decisions that affect the work and organisation. Change does happen, but it takes time. On the other hand, the decentralisation also helps breed flexibility and encourages accountability.

As in the rest of the EU, there is also a need to discuss the development of the assessment of researchers, to broaden what is taken into account and shift the focus from quantitative indicators to qualitative assessment of contributions. Since the University puts a lot of emphasis on work environment, equality and diversity, the need for supplemental merits is greater now than 20 years ago. The need for great research will always be there, but in a good combination with great teaching, leadership and collegial skills.

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

In addition to the above statements: With the completion of activity 11 in the action plan for 2023-2025, Lund University has moved closer to broadening what is taken into account in the assessment of researchers in recruitment. Most of the Faculties already work with qualitative and responsible use of metrics, but all faculties are interested in how to assess academic citizenship in a fair and correct way. The action 11 has produced a suggestion of how this can be done and this will be tested and tried in the organisation in the coming year, whereafter it will be included in an update of the Academic Appointment Rules.

The continuation of co-operation and sharing of best practice between the Academic appointment boards at the faculties is key to reforming the academic appointment process. Since the action 10 project was successful, the collaboration format will be permanented.

**Remarks (max 500 words)**

**Strengths and Weaknesses (Initial Phase)**

Work and employment conditions are regulated in national laws and agreements at a high standard, as a university we must and do follow this, and state employees enjoy additional benefits. In Sweden individual researchers own their own research and co-authorship is encouraged. There is opportunity to participate in decision-making bodies and there is an extended system for collaboration between employers and employee organisations and there is an extended system for complaints/appeals. In Lund University Strategic Plan (<https://www.lund.se/om-lund-universitet/strategisk-plan>) a priority area states that the organisation shall be characterised by a good work environment, gender equality and the ability to ensure equal opportunities for both students and staff.

Equality and diversity are basic principles for all parts of Lund University. In accordance with the Discrimination Act, Lund University works to promote a discrimination free work and study environment.

The results of gender equality and equal opportunities work shall be reported annually in an equal opportunities and diversity or in an equality/diversity report based on the chapter 3 in the Discrimination Act. The purpose is both to spread best practice and to facilitate the mandated documentation of the systematic preventive work against discrimination. Lund University has a Council for gender equality and equal opportunities. The Council consists of members from the local groups at the faculties, students and union representatives. The council deals with university comprehensive matters and acts as council to the Vice Chancellor (also chairman of the board) and the Vice Chancellors Management Council on matters pertaining to gender equality and equal opportunities.

Through a public service agreement concerning higher education institutions Lund University has been commissioned by the Government to develop gender mainstreaming. Gender mainstreaming aims at working through the organisations decision making processes in order to find and remove or minimize obstacles for gender equality. Gender mainstreaming is in addition to the demands of the Discrimination Act, a work that is ongoing at Lund university.

**Prioritised areas for further improvements, based on the thematic headings of Charter and Code:**

A key area for development is the work regarding information about rules and regulations easily found, both in Swedish and English, as well as individual documents concerning e.g. appointments and admissions. We need to ensure that there is an international perspective in all activities and that the University is attractive and including for all employees.

In the Gap-analysis a need for a common on-boarding process for all new employees within Lund University has been identified to ensure the best support to not only the new employees but also to the personnel responsible for the on-boarding process.

There are many opportunities for career development within Lund University, and support for doctoral students and researchers in postdoctoral positions. However Lund University needs to develop support in career development and access to career advice for the researchers at all levels.

### **Strengths and Weaknesses (Interim Assessment)**

Working and employment conditions are regulated in national law and collective agreements, which set a high standard and grant the employees benefits, such as paid parental leave and long vacations. The Work Environment Act is being implemented at all levels of the University, regarding health and safety at the workplace. The employees are given great opportunities to participate in decision-making bodies, as well as the possibility to vote in the elections for the main academic management positions and participate in the appointment of the Vice-Chancellor.

An important task for Lund University is creating a good and safe work environment. Preventive work environment management leads to a better work environment for employees. Consideration of the work environment and safety is to be integrated into everything we do and form a natural part of all operational planning. Health and safety representatives are also elected to represent employees in work environment issues.

In the 2017-2026 Strategic Plan for Lund University there is a strong emphasis on development of leadership and collegiality as Success Factors. This means that the University puts extra effort into management and leadership training, as well as support for managers and leaders. We work with managers' work environment and competence development through two projects, "future leadership development within LU" and "The manager's platform". Lund University is part of a worldwide academic community and stands behind the basic core values agreed by European universities in the Magna Charta Universitatum.

In the Equal Opportunities Plan for Lund University, 2022-2027, the emphasis lies on pre-emptive work. It is a vision that presupposes academic freedom but also a good work and learning environment. The organisation is to safeguard democracy, legality, impartiality, freedom of opinion, respect for everyone's equal value, efficiency and service, and human rights and freedoms. Our organisation is also based – pursuant to the strategic plan and antidiscrimination legislation – on gender equality, equal opportunities and diversity. We are implementing a systematic and qualitative including an expert group, equality team, coordinators and networks (similar setup to how we work with work environment).

As stated under "Recruitment and selection", a big challenge is the wide decentralisation of the University. One is that there is no shared Lund University intranet. There are a lot of guidelines and support in the organisation for managers and employees, but it is sometimes difficult to reach all those who might need it. The systems and channels for communication within the organisation need to be coordinated and used so the support reaches all those who need it

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

Since 2018 there is a new employment form for R2-researchers called Associate senior lecturer/Assistant professor. This is a kind of tenure track employment, where the employee gets 4-6 years to improve their skills and merits enough to be promoted to a permanent employment as senior lecturer/associate professor (R3). The application of this form of employment has been slow, but in 2025 the University Management has made a drive to increase the number of Assistant professors employed at the university, specifically recruited from an international arena. This has so far been successful, with a great many interesting international applicants and it will be repeated in 2026.

**Remarks (max 500 words)**

**Strengths and Weaknesses (Initial Phase)**

There is a large range of options for professional development at Lund University. There is a need for improvements in certain areas to provide better conditions for aspects such as recruitment, discrimination/gender equality and courses for teaching and learning in higher education.

There is also a need to review supervisor training, including the definition of the supervisor role and the connection to the designated time available for supervision.

**Prioritised areas for further improvements, based on the thematic headings of Charter and Code:**

Within this area continuous improvements must always be made. In our action plan Lund University have chosen areas for professional development such as improved and further developed courses for professional development in areas as recruitment, supervision and teaching and learning in higher education.

**Strengths and Weaknesses (Interim Assessment)**

A cornerstone in research is to evolve knowledge through working, but Lund University also offers an extensive range of training and development courses for different categories of staff and our professional development portal consists of around 150 courses (Swedish or English) directed towards both managers at various levels and all employees at Lund University. There are also a number of faculty-specific courses. There are several courses to improve both Swedish and English since language skills are important to be part of the community and to be able to participate in boards and committees. Lund University offers several courses on teaching and learning for all who teach at the university, for example senior lecturers, lecturers, professors, doctoral students and supervisors.

To strengthen the opportunities to attract, retain and develop employees, Lund University has highlighted a number of career opportunities for academic staff. The career development activities are given in English and most of them are free of charge for individuals and institutions. There are activities that are adapted for doctoral students, for postdoctoral staff and for research team leaders. The purpose of these career development activities is to create a platform for coordinated, qualitative and proactive career support for doctoral students and postdocs at Lund University. The career development offered within the framework of the concept is a complement to the course at faculty level.

Lund University also hosts many events that are free to attend. One example was the open seminar (part of action plan target 3.2) about research communication with 150 attendees.

Merits and skills linked to education, research, collaboration, leadership and the ability to contribute to a good work and learning environment are all factors that should be considered and assessed by appointments boards in different ways.

One weakness is that researchers can find it hard to prioritise training and development over research. It is important that the University Management continues to encourage staff to grow both their network and their knowledge.

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

Since the last entry Lund university has implemented an online introduction course that new employees automatically are registered to. There is continuous development on all management and leadership courses, to help prepare both professional and collegial managers and leaders in their assignments.

**Remarks (max 500 words)**

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

Priorities have changed somewhat since 2022, due to a change in economy for the university. All Faculties have a stricter budget since a couple of years and it will continue to be so for the foreseeable future. This affects the layout of the Action plan for 2026-2028, where the ambition has been toned down as well as the scope. But the university still believes in the HR Award process and the European Charter for Researchers as well as the continuous development towards a great work and research environment.

**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)**

Please see above statement.

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

Lund University has begun the process of recruiting a new vice-chancellor, as the current vice-chancellor's term of office will expire in 2026. Recruitment will take place in 2026, which means that a new vice-chancellor and university management will take office in January 2027. This may influence the implementation of 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 ratings.

## Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Development of an online ethics course – available for all The compulsory ethics course for doctoral students will be launched in 2021 and contribute to an ethical approach at the University. Interviewed researchers have pointed out deficiencies in knowledge at all research career stages. In order for Lund University to guarantee that research at the University is consistent with established principles of research ethics and relevant legislation, a compulsory online ethics course is produced for newly employed researchers and those involved in the research process. The course will be offered on a voluntary basis to all other staff as a way to raise expertise on a broad front, as well as increase the understanding of research activities among those who are not involved in these issues on a daily basis.</p>	( +/-) 2. Ethical principles	1.1 Q4 2021, 1.2 Q4 2022	Medical Ethics	<p>Indicators: 1.1 Design of course and layout content. 1.2 Online ethics courses in Swedish and English ready to launch. Target: To raise awareness and knowledge on research ethics in the research community and contribute to an ethical approach on individual and group level.</p>
	Current Status	Remarks		
	COMPLETED	Both 1.1 and 1.2 are completed and an online course is in place to be launched.		

## Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>To create a comprehensive web overview of good research practise and legal compliance – making it easy to do the right thing Researchers find it difficult to access of overall information about the laws, rules and regulations, policies and guidelines that regulate and affect research and available internal support. There is a large amount of material on the LU website about different phases and support in the research process, but it is distributed over different web pages and is not always available in English. A comprehensive and easily accessible web overview of research practice issues with links to existing material, including linking together resources, support and courses with the respective area of regulation.</p>	(+/-) 2. Ethical principles	2.1 Q4 2021 2.2 Q2 2022	Research, Collaboration and Innovation	<p>Indicators: 2.1 Overview of online information, courses and related material. 2.2 Proposal for a coordinated online presentation. Target: To present information on research compliance comprehensively and easily accessible with the aim to increase knowledge and compliance.</p>
	(+/-) 3. Professional responsibility			
	(+/-) 4. Professional attitude			
	(+/-) 5. Contractual and legal obligations			
	(+/-) 7. Good practice in research			
	(+/-) 31. Intellectual Property Rights			

## Proposed ACTIONS

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Current Status	Remarks
COMPLETED	<p>The aim of this subproject is to present research compliance on the web to researchers in a comprehensive and easily accessible way. 2.1 An overview of the existing and relevant online information, courses and related material has been conducted by mapping the widespread material and interviewing the experts on each compliance area. The basis for establishing an internal compliance network is also a result of this work. 2.2 A proposal for an online presentation, a thematic model, has been developed and was published in September on the University web. To ensure that the targets of the project had been met, it was tested by the experts in each area, a group of researchers and research administrators working closely in a supporting role for researchers. A continuation plan, including development, has been drawn up.</p>

## Proposed ACTIONS

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Develop research communication support and training The effective presentation of research to the general public, users and developers is difficult. Researchers need training in research communication. Researchers point out the importance of communicating their research, but lack both necessary time and skills. Highlight existing support and offer training.</p>	<p>(+/-) 8. Dissemination, exploitation of results</p>	<p>3.1 Q4 2022 3.2 Q4 2022</p>	<p>Research, Collaboration and Innovation</p>	<p>Indicators: 3.1 Follow up internal Lund University project report ("Forskningskommunikation – utvecklat och samordnat stöd") from 2019. 3.2 Develop courses/equivalent within the framework of the career concept (see career support below). Target: Effective and appropriate support to researchers at different levels in the organisation. Increased knowledge among researcher in research communication.</p>
	<p>(+/-) 9. Public engagement</p>			
	<p>(+/-) 28. Career development</p>			

## Proposed ACTIONS

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Current Status	Remarks
COMPLETED	<p>3.1 One critical aspect is to ensure a coordinated approach for research communication at the University level and a new person has been recruited with the aim to work on research communication for Lund University including all faculties. In addition, the project group has participants from various departments at Lund University, including HR, and several topics have been resolved and a common view on several areas has been achieved. 3.2 A concept (implemented on a webpage <a href="https://www.staff.lu.se/research-and-education/research-support/communicate-your-research">https://www.staff.lu.se/research-and-education/research-support/communicate-your-research</a>) for increased transparency has been developed and consists of: 1) Notification and evaluation of course activities together with the career concept. 2) A website where activities are announced. 3) Notification of course activities via Corporate Communication channels. 4) Dialogue with course leader. Six different course activities have been run via the concept – three of which were developed by the project. The project has also developed and carried out a half-day panel debate focusing on research communication.</p>

## Proposed ACTIONS

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	
<p>Provide easily found information regarding terms of employment Information about Lund University and the existing rules and terms of employment is provided via the Lund University website, but is not comprehensive. Among other things, translations are missing of relevant documents and pages, and there is a lack of information adapted for specific target groups. The Policy on employment and good and clear career paths for teaching staff and researchers at Lund University (STYR 2019/1076, principle 7) states that Lund University is to develop as an international higher education institution, and ensure that there is an international perspective in all activities. The University is to be attractive to and inclusive of international employees. This means that important information at all levels of the organisation is in English. This is also one of the goals in the Action plan for internationalisation (SAMV 2018/444).</p>	<p>(+/-) 10. Non discrimination</p>	<p>4.1 Q4 2021 Review current information Q4</p>	<p>Human Resources</p>	<p>Indicators: 4.1 Documents/pages translated into English on the LU website. Applies to both general information and individual information. 4.2 Clear information concerning terms of employment/processes/career support on the LU website, in both Swedish and English. The information is to be adapted for specific target groups and will be followed up through surveys. Target: To provide easily accessible and informative information to employees, presumptive staff and others on Lund University website in both Swedish and English.</p>	
	<p>(+/-) 12. Recruitment</p>	<p>2022 Updated information 4.2 Q4</p>			
	<p>(+/-) 23. Research environment</p>	<p>2021 Review current documents and information</p>			
	<p>(+/-) 24. Working conditions</p>	<p>Q4 2022 Updated documents and information</p>			

## Proposed ACTIONS

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Current Status	Remarks
COMPLETED	4.1 Completed. Relevant documents/pages have been translated into English on the LU website. Applies to both general information and group-specific information. The development of an academic chart is in progress with the aim to visualise different career paths. 4.2 Clear information concerning academic positions has been produced, see webpage <a href="https://www.lunduniversity.lu.se/about-university/work-lund-university/applying-position/academic-positions-lund-university">https://www.lunduniversity.lu.se/about-university/work-lund-university/applying-position/academic-positions-lund-university</a> . Specific information for doctoral students has been produced, see webpage <a href="https://www.staff.lu.se/research-and-education/research-support/doctoral-education/terms-employment-doctoral-students">https://www.staff.lu.se/research-and-education/research-support/doctoral-education/terms-employment-doctoral-students</a> . The new information is available in English. Now the information also highlights the differences between being employed versus being on a stipend. The information has been followed up through feedback from specific groups and changed accordingly.

## Proposed ACTIONS

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Clarify the process for recruitment of researchers involved in teaching Clarification of the appointment rules is carried out because of the need for additional information on aspects such as vacant positions and appointment decisions. There is a need for a process description of research positions (involved in teaching) in order to ensure equal and correct processing regarding aspects such as procedure, gender equality and assessment of qualifications. Support and support tools are to be used in the same way, to secure openness and transparency in recruitment. The Policy on employment and good and clear career paths for teaching staff and researchers at Lund University (STYR 2019/1076, principle 2 and 6) states that all recruitment processes needs to be developed so they take account of principles and rules on equal treatment, objectivity and transparency, and ensure that recruitments, appointments and promotions are free from discrimination. The Action plan for internationalisation (SAMV 2018/444) also emphasises the importance of advertising vacancies internationally.</p>	<p>(+/-) 12. Recruitment  (+/-) 27. Gender balance</p>	<p>5.1 Q4 2022 5.2 Q4 2022 5.3 Q2 2022</p>	<p>Human Resources</p>	<p>Indicators: 5.1 Updated and communicated appointment rules. 5.2 A clear, effective and qualitative recruitment process is in place for all research positions. The process is published on external and internal websites, in Swedish and English. 5.3 Templates and support tools in Swedish and English for recruitment managers and administrators on the internal website. Target: Effective and high-quality recruitment processes in all research appointments. Increased knowledge in recruitment for all staff involved.</p>

## Proposed ACTIONS

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Current Status	Remarks
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COMPLETED	5.1: A routine is in place for how the Appointment Rules are updated and by whom, as well as for follow-up. 5.2 and 5.3: Recruitment process for researchers involved in teaching: clarified and published internally and externally, in Swedish and English. Includes support material for a professional recruitment process.
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## Proposed ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Clarify the onboarding process and develop relevant material The Gap analysis has identified a need for a common introduction process for new employees in order to ensure good support for new staff and those managing the introduction of new staff. There is a need for an onboarding process for international staff that includes relocation, which is one of the goals in the Action plan for internationalisation (SAMV 2018/444). The Policy on employment and good and clear career paths for teaching staff and researchers at Lund University (STYR 2019/1076, principle 5 and 7) emphasises the importance of developing the introduction of new staff, particularly international staff, in order for Lund University to develop as an international higher education institution. In the plan for the Research Programmes Board (STYR 2019/2123), a university-wide introductory material for newly admitted doctoral students will be produced.</p>	<p>(+/-) 24. Working conditions</p>	<p>6.1 Q4 2021 6.2 Q4 2021 6.3 Q4 2021</p>	<p>Human Resources</p>	<p>Indicators: 6.1 Onboarding process produced for incoming international staff. 6.2 Checklists produced regarding introduction of newly employed staff. 6.3 Welcome package for incoming international staff is available. Target: Ensuring a new employee is prepared to contribute early and effectively in his/her new role and increasing the</p>

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			employee's comfort level in the workplace.

Current Status	Remarks
COMPLETED	<p>6.1 Onboarding process, which includes relocation, has been produced for incoming international staff. 6.2 Checklist has been produced regarding the introduction of newly employed staff. The checklist will have a general approach and guide managers on how to tailor the introduction to specific employees. 6.3 Welcome package for incoming international staff has been produced and will be published on the University webpages. It will also be available in printed format to be handed out on Welcome Days etc.</p>

## Proposed ACTIONS

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Improve continuing professional development for certain roles There is a large range of options for professional development at Lund University. There is need for improvement in certain areas such as recruitment, discrimination/gender equality and courses for teaching and learning in higher education. Another focus area is supervisor training, including the definition of the supervisor role and the connection to the designated time available for supervision. The Policy on employment and good and clear career paths for teaching staff and researchers at Lund University (STYR 2019/1076, principle 2) highlights the need for professional development in areas such as recruitment. In the plan for the Research Programmes Board (STYR 2019/2123), a development of supervisor training on the basis of an existing mapping will begin.</p>	(+/-) 14. Selection (Code)	7.1 Q2 2021 7.2 Q4 2022 7.3 Q4 2022	Human Resources	<p>Indicators: 7.1 Introduction course for new members of appointments boards is produced and implemented. 7.2 Procedures for who is to pay for courses and which accounts are to bear the cost for supervision are to be drawn up. 7.3 Mapping of the need for courses in the English language. 7.4 Mapping of the need for more frequent courses in teaching and learning in higher</p>
	(+/-) 27. Gender balance	7.4 Q4 2022 7.5 Q4 2022		
	(+/-) 38. Continuing Professional Development			
	(+/-) 39. Access to research training and continuous development			

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			education in English. 7.5 Completed review of supervisor training and the supervisor role, also in relation to the designated time and in relation to the role as line managers. Support material has been produced. Target: Improved and further developed courses for professional development in areas as recruitment, supervision and teaching and learning in

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			higher education.

Current Status	Remarks
COMPLETED	7.1: The introduction course for appointments boards has been produced and implemented with a focus on laws and regulations, to ensure the correct and fair recruitment of researchers involved in teaching. 7.2: Focus on finance for courses in teaching and learning in higher education. The cost for supervision is handled together with 7.5. 7.3: Document has been produced. 7.4: Mapping has been done. 7.5 Document has been produced.

## Proposed ACTIONS

### Action 8

Promote and re-new existing career development opportunities and further develop career concepts and support Lund University offers career development guides in English for doctoral students and for staff in postdoctoral positions. However, there is a need for career development initiatives for other target groups as well along with emphasis on organising support for all researchers. The following areas within the action frame must be addressed:

- Support available for all academic staff and researchers
- Concept/programme for R2-R3 in English
- Mentor programmes for different target groups
- Illustrate career opportunities “outside” academia
- Training initiatives in research communication.

See action 3. The Policy on employment and good and clear career paths for teaching staff and researchers at Lund University (STYR 2019/1076) principle 3 and 5) mentions the need to develop clear support for professional and career development for associate senior lecturers, e.g. through professional development plans.

#### GAP Principle(s)

(+/-) 28. Career development

(+/-) 30. Access to career advice

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

#### Responsible Unit

Human Resources

#### Indicator(s) / Target(s)

Indicators: 8.1 Career concept for R2-R3 in English is produced. 8.2 Completed inquiry into possibilities to create a mentor programme for different target groups – for participants in career development programmes and for international researchers. 8.3 Produce material that identifies existing (and new) external collaboration partners and external stakeholders. 8.4 Highlight jobs which can be

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			<p>applied for with a doctoral degree.</p> <p>8.5 Completed inquiry into possibilities to create internships in companies/public authorities for R1 and R2. 8.6 A target group-adapted guide has been produced in which funding is linked to career development. 8.7 Proposal for a changed organisation for career support within LU is produced.</p> <p>Target: In order to attract, retain and develop employees, Lund University needs to continue the</p>

**Proposed ACTIONS**

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<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
			work with career development opportunities in English for all researchers, within and outside of academia.

## Proposed ACTIONS

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Current Status	Remarks
COMPLETED	8.1: A career concept for staff in senior postdoctoral positions has been produced. 8.2: Completed inquiry into possibilities to create mentor programmes for different target groups. In addition, a concept based on industry-academia mobility and individual competence development has been produced. 8.3: Information on external collaboration partners and external stakeholders has been compiled. There is information about strategic partnerships on the University web and for researchers there is information in Lund University's research portal. 8.4: Jobs outside academia that can be applied for with a doctoral degree are highlighted and published on the University web. 8.5: Completed inquiry into internship possibilities in companies/public authorities for early-career researchers. Benchmarking of Karolinska Institute shows large potential for further development at Lund University. 8.6: A target group-adapted guide has been produced in which funding is linked to careers. The guide is made available on the University web. 8.7: Proposal for a changed organisation for career support.

**Proposed ACTIONS**

**Action 9**

Continue to clarify career paths and work more strategically on recruitment and talent management at Lund University.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 22. Recognition of the profession	Q4 2024	Human Resources	Indicators: <ul style="list-style-type: none"> <li>• Develop and implement university-wide concepts and support for sustainable strategic recruitment and talent management.</li> <li>• Implement strategic recruitment using talent management plans. Target: Established and well-planned talent management and processes.</li> </ul>
(+/-) 25. Stability and permanence of employment			
(+/-) 33. Teaching			

**Proposed ACTIONS**

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<b>Current Status</b>	<b>Remarks</b>
COMPLETED	A proposal for a university-wide concept and support for sustainable strategic recruitment and talent management has been developed The concept needs to be further developed and anchored before it can be implemented within the university.

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**Proposed ACTIONS**

<b>Action 10</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Develop and provide support to the faculties in their recruitment work (including promotion).	(+/-) 22. Recognition of the profession (+/-) 32. Co-authorship (+/-) 33. Teaching	Q3 2024	Human Resources	Indicators: • Establish processes and routines to ensure good quality (including gender equality and equal opportunities) in recruitment. • Establish forums together with the appointment boards for increased knowledge exchange and coordination. Target: Effective and high-quality recruitment processes in all research appointments.

**Proposed ACTIONS**

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<b>Current Status</b>	<b>Remarks</b>
COMPLETED	A forum for the chairs of the appointment boards has been tried out. This has been successful and will be permanent. The forum for the chairs of the appointment boards has facilitated shared learning and development of the appointment process between the faculties.

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## Proposed ACTIONS

### Action 11

Merit and competence linked to education, research, collaboration, leadership skills and the ability to contribute to a good working and learning environment are all factors that should be weighted and assessed in different ways.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
( +/- ) 11. Evaluation/ appraisal systems	Q4 2024	University management	Indicators: • Give suggestions on which qualifications in education, research, collaboration and leadership should be employed to assess the merits of teachers and researchers and how such an assessment is best performed. • Provide proposals on how assessment and evaluation of merit and skills can take place without risk of
( +/- ) 16. Judging merit (Code)			
( +/- ) 17. Variations in the chronological order of CVs (Code)			
( +/- ) 18. Recognition of mobility experience (Code)			
( +/- ) 19. Recognition of qualifications (Code)			
( +/- ) 29. Value of mobility			
( +/- ) 32. Co-authorship			
( +/- ) 33. Teaching			
( +/- ) 35. Participation in decision-making bodies			

**Proposed ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			discrimination and where equal opportunities are considered. • Produce support material for the appointment boards. Target: merits and competence are assessed transparently and appropriately.
Current Status	Remarks		
COMPLETED	The delivery from the activity is a set of documents and proposals that will serve as a good basis for further discussion and trial before implementation. One new merit is proposed: Academic citizenship		

**Proposed ACTIONS**

**Action 12**

The aim is to increase awareness and knowledge of research ethics and how it is regulated, while promoting an ethical approach on both the individual and organisation levels at Lund University.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles	Q3 2025	Medical Ethics	Indicators: • Evaluate and further develop the web-based course in research ethics and research ethics regulation that is being developed in HR Excellence for Research's first action plan. Further development can take place through an in-depth study in certain research ethics areas or for certain specific functions/roles at the University.

**Proposed ACTIONS**

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<b>Current Status</b>	<b>Remarks</b>
COMPLETED	The course went live in 2024 and has been well received. There will be continuous updating, due to changes in legislation and practice.

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## Proposed ACTIONS

### Action 13

Make it easier for employees at Lund University (especially researchers and research administrators) to gain access to relevant information about the laws, regulations, policies and guidelines that regulate and affect their research.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 1. Research freedom	Q2 2024	Research, Collaboration and Innovation	Indicators: - Evaluate the web portal for good research practice and legal compliance. - Further develop the web portal and the way it is used by researchers and research administrators. - Establish a network of internal experts to ensure collaboration and exchange of information. Target: To present comprehensive and easily accessible information on research
(+/-) 2. Ethical principles			
(+/-) 3. Professional responsibility			
(+/-) 4. Professional attitude			
(+/-) 7. Good practice in research			
(+/-) 34. Complains/ appeals			

## Proposed ACTIONS

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<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
			compliance with the aim to increase knowledge and compliance.

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	The website (the researchers guide to compliance) went live in 2024 and is well received. It is visible on the university intranet start page for research support. <a href="https://www.staff.lu.se/compliance">https://www.staff.lu.se/compliance</a>

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## Proposed ACTIONS

### Action 14

In 2021 a decision was made by the vice-chancellor to establish a university wide network group with the tasks to discuss and create new ways to create a sustain quality development regarding supervision of third cycle students and training for present and coming supervisors (STYR 2021/2474).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors	Q1 2024	Research Programmes Board	<ul style="list-style-type: none"> <li>• Establish network group</li> <li>• Analyse of the present state regarding supervision and problem formulations for new suggestions.</li> <li>• Hold symposium on supervision third cycle education</li> <li>• Evaluation of results.</li> </ul>
(+/-) 40. Supervision			
Current Status	Remarks		
COMPLETED	The network group concluded that there is a need for development support for senior supervisors. The university has decided on establishing a system for such support.		

**Proposed ACTIONS**

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**Action 15**

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Enhance the knowledge of strategic recruitment and talent management, in preparation for the joint university planning process. Synchronize a shared foundation for recruitment and talent management planning across the university, which will serve as the basis for joint strategic and overarching planning of operations.

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
(++) 21. Postdoctoral appointments (Code)	Q1 2026 – Q4 2027	Division HR	<ul style="list-style-type: none"> <li>• The talent management is easier and more successful.</li> <li>• The recruitment of needed talent is easier, clearer and more successful.</li> </ul> Target: The university has a better way of handling strategic talent management, long- and short term
(+/-) 27. Gender balance			
(+/-) 29. Value of mobility			
(+/-) 38. Continuing Professional Development			
<b>Current Status</b>	<b>Remarks</b>		
NEW			

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**Proposed ACTIONS**

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**Action 16**

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Enhance the knowledge about available support in applying for certain research funding Make sure that the existing support at university level as well as at Faculty level is well known by researchers at the university, as well as the criteria for eligibility for the support. Applying for and receiving research funding is important for the researcher’s individual career path and for the University’s competency planning.

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 25. Stability and permanence of employment	Q1 2027-Q3 2028	Division Research, Collaboration and Innovation	<ul style="list-style-type: none"> <li>• More researchers contact the research Services for support in applying for EU funding Target: The researchers get more grants than before.</li> </ul>
(+/-) 26. Funding and salaries			

**Current Status      Remarks**

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NEW

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**Proposed ACTIONS**

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**Action 17**

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Enhance and communicate the process for preboarding and onboarding of new international employees Professional pre- and onboarding of international staff. Implement international hub for staff, Phd:s and scholars.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 3. Professional responsibility	Q1 2026-Q4 2027	Division HR	<ul style="list-style-type: none"> <li>The new employee receives good pre- and onboarding, helping them to quickly settle in at work and in their new community. Target: New international employees are better prepared when entering the workplace and moving to Lund and Sweden. The new employee feels taken care of by and welcome to Lund University.</li> </ul>
(+/-) 5. Contractual and legal obligations			

**Proposed ACTIONS**

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<b>Current Status</b>	<b>Remarks</b>
NEW	

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**Proposed ACTIONS**

<b>Action 18</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p>Implement a forum for mutual learning and development of the recruitment process by Academic Appointment boards Organizing meetings twice per semester for the Chairs of the faculties' Academic appointment boards. The chair of the forum is appointed by the Vice-Chancellor. Once a year organize a themed meeting for all members of the faculties' appointment boards, aimed at mutual learning and development.</p>	<p>(+/-) 10. Non discrimination</p>	<p>Q1 2026-Q4 2028</p>	<p>Division HR</p>	<p>• Mutual learning and development of the recruitment process via Academic Appointment boards. Target: Better and more accurate recruitments</p>
	<p>(+/-) 11. Evaluation/ appraisal systems</p>			
	<p>(+/-) 12. Recruitment</p>			
	<p>(+/-) 13. Recruitment (Code)</p>			
	<p>(+/-) 14. Selection (Code)</p>			
	<p>(+/-) 15. Transparency (Code)</p>			
	<p>(+/-) 16. Judging merit (Code)</p>			
	<p>(+/-) 18. Recognition of mobility experience (Code)</p>			
	<p>(+/-) 19. Recognition of qualifications (Code)</p>			
	<b>Current Status</b>	<b>Remarks</b>		
	<p>NEW</p>			

**Unselected principles:**

(++)6. Accountability    (++)20. Seniority (Code)    (++)37. Supervision and managerial duties

**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, multiple links must be comma separated \*:

**URL \*:**

<https://www.lunduniversity.lu.se/about-university/work-lund-university/hr-excellence-research-award> (<https://www.lunduniversity.lu.se/about-university/work-lund-university/hr-excellence-research-award>)

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.

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

The OTM-R policy of Lund University (called Lund University Appointment Rules) is regulated by national law (see area Recruitment in Gap Analysis) and is in strict compliance with the national legislation.

Processes linked to appointments and promotion shall observe principles and rules regarding equal treatment, objectivity and transparency. In decisions on appointments, consideration is only to be given to objective grounds, such as merit and expertise, and in preparation issues concerning conflict of interest are to be carefully considered. Recruitment of researchers shall aim to find people with the best possible expertise and potential for the duties involved in the position. Recruitment, employment and promotion shall be free from discrimination. Active preventive and systematic work on gender equality and equal treatment issues is an important instrument for the achievement of equal gender distribution and increased diversity among the University's employees. In recruitment processes, Lund University shall act to achieve equal gender distribution, within the respective research staff categories, and with consideration to the context within which the person is to work. In the supporting documentation drawn up prior to a decision on a vacancy announcement the potential search fields shall be presented with consideration taken for the gender equality goals.

The recruitment process meet the overall majority of OTM-R requirements as shown in the OTM-R checklist, but there are areas for improvement identified, see action 5 and questions in OTM-R checklist.

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

The University filled in the OTM-R checklist during the initial phase and the parts of the OTM-R checklist that was marked with +/- Yes,substantially or -/+ Yes, partially has been addressed in action 5 and action 7. Below is also a more detailed progress report of the implementation.

The OTM-R policy of Lund University (called Lund University Appointment Rules (<https://www.staff.lu.se/sites/staff.lu.se/files/2022-05/Lund-university-appointment-rules.pdf>) and located under the section "Lund University's policies and regulations regarding HR") and the national legislation and the guidelines and procedures of the University work well. Even so, the ambition is to further develop recruitment. The Vice-Chancellor has decided to give a special assignment to the HR Division to further develop and provide comprehensive and structured support to the faculties in their recruitment work, in the faculties' work toimplement the policy regarding employment and good career paths and in the work of defining and preparing competence supply plans. The HR Division must ensure that the work which takes place within the framework of HR Excellence is utilised, developed, and implemented. In addition, the HR Division has the task of keeping the employment rules up to date, maintaining a common approach regarding forms of employment and workflow when recruiting teaching staff at Lund University, and proposing a revision of the employment rules when deemed appropriate. The newly produced introduction course for appointments boards also stresses the importance of information and communication with the candidate in the recruitment process.

The Vice-Chancellor intends to instigate a special assignment with the aim of further clarifying the importance of a wide range of different competencies being factored in when merits are assessed and to produce support for the academic appointments boards in the assessment work. Merits and competence linked to education, research, collaboration, leadership skills and the ability to contribute to a good work and learning environment are all factors that should be considered and assessed in different ways. Pedagogical qualifications and pedagogical competence development are connected. Pedagogical competence must be constantly developed, adapted and rewarded, and the University must coordinate this work to a greater extent. The Vice-Chancellor intends to initiate a special assignment to prepare a proposal for how a cohesive system for pedagogical education and competence development can be strengthened, developed and built up.

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

The action 11 has concluded a proposal for support in assessment of merits and competence linked to education, research, collaboration, leadership skills and the ability to contribute to a good work and learning environment. The proposal will be further evaluated and discussed within the university and especially the proposal regarding the ability to contribute to a good work environment, included in the new field of merit

called Academic Citizenship.

**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 process

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

Lund University has decided that the activities in the action plan for the HR Excellence in Research Award will be implemented in ongoing operations going forward. The activities in the action plan are assigned to the responsible units. There is a coordinating function in the HR division, which handles the overall administration vis-à-vis the EU. A reference group for strategic skills provision is being set up, with representation from the university management and faculty management. The reference group will be overseeing progress.

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)**

As stated in the application, the steering committee was responsible for the self-assessment after 24 months. The project manager coordinated the work and the final version was approved by the steering committee. It was also sent to Vice-Chancellor for approval.

The self-evaluation includes input from people involved in the project as well as people outside the project. During the project, the large RQ20 evaluation was also completed. RQ20 (Research Quality Evaluation 2020), the major research quality evaluation at Lund University, was published in March 2021 and it has been of great importance. With more than 4 700 members of staff who voiced their opinion on topics like working conditions and recruitment, it also acted as the suggested survey among research staff. There were also 37 external panels and about 220 advisors from around the world in order to delve into, unbox and enhance the future of research quality at Lund University. The results of RQ20 have been extensively discussed at the faculties and by the University Management. Based on these discussions, the Vice-Chancellor decided in June 2021 on 5 prioritised issues for the entire University to work on. Three themes for improvement stand out in the subject panel reports: recruitment, leadership and organisation. All these themes are crucial both for HRS4R and Lund University.

The extensive RQ20 report, at more than 800 pages, has also acted as a tool for reviewing principles addressed as "almost but not fully implemented", trying to evaluate if they are at the same level of development and which ones to focus on in the next action plan. The Research Board was tasked by the Vice-Chancellor to organise an annual follow-up and reflection on the implementation of RQ20 throughout the University.

The proposal for new actions for the next 3-year review cycle was sent out to all eight faculties, all divisions and unions for transparency and for the opportunity to give feedback.

2025:

The internal review was prepared in the steering group, by discussing which methods best to use.

In February-March 2025 the university launched a survey to 8800 researchers active at Lund University. The survey aimed at finding out in what way the researchers thought that Lund University matches the principles in the European Charter for Researchers (2023). A total of 1168 researchers responded to the survey and the results indicate that the university is very well in line with the principles in the Charter. To follow up the survey, the Action plan project also conducted focus groups to dig deeper. One group for each research level (R1-R4) was composed by volunteers appointed by the faculties. Each group was monitored by one member from the steering group, as they were lead by the project manager for the action plan project.

The result from the survey in combination with the results from the focus groups was summarized in a short report and was the basis for the new action plan 2026-2028.

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



**Detailed description and duly justification (max. 500 words)**

All sub-projects have had reference groups from the research community in some way or form on all levels. The steering group has one faculty representative. The project together with the sub projects have been on a tour to all faculties, presenting the action plan, the sub projects, and gathering information and opinions. There has been an internal web site (in Swedish only) that describes the project, the sub-projects and who to contact: <https://www.medarbetarwebben.lu.se/organisation-och-styrning/organisation/utvecklingsprojekt/hr-excellence-research-award-handlingsplan-2023-2025> (<https://www.medarbetarwebben.lu.se/organisation-och-styrning/organisation/utvecklingsprojekt/hr-excellence-research-award-handlingsplan-2023-2025>)

The progress in the project and sub projects has been the subject of discussions on the Vice-Chancellors Management Board on several occasions.

Going forward the natural process is to continue to involve the research community in reference groups as well as via the established discussion and decision making bodies within the university. On example of this will be that the proposal from action 11 will be processed in the forum of action 18, as well as in the reference group for strategic skills provision.

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



**Detailed description and duly justification (max. 500 words)**

A reference group for strategic skills provision is being set up, with representation from the university management and faculty management. The reference group will be overseeing progress.

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)**

The strategic plan, which applies to the entire operation of Lund University, states that clear career paths shall be ensured and the University shall work strategically on recruitment. It also stresses that the organisation shall be characterised by a good work environment, gender equality and the ability to ensure equal opportunities for both students and staff.

The Code of Conduct for the Recruitment of Researchers, Directorate-General for Research (Office for Official Publications of the European Communities, Luxembourg 2005) and The European Charter for Researchers, Directorate-General for Research (Office for Official Publications of the European Communities, Luxembourg 2005), which were adopted by the European Commission, are both referred to in the policy, which is an addition to the OTM-R policy of Lund University (called Lund University Appointment Rules).

The Lund University Research Strategy, 2023-2026 (<https://www.staff.lu.se/sites/staff.lu.se/files/2023-09/Forskningsstrategi%20ENG%20tillga%CC%88nlig%20230315.pdf>) (<https://www.staff.lu.se/sites/staff.lu.se/files/2023-09/Forskningsstrategi%20ENG%20tillga%CC%88nlig%20230315.pdf>) aligns several of its prioritised issues with the Charter for Researchers:

1. Academic freedom, research ethics and integrity as a basis for research
2. Initiatives for profiling and developing strong research environments for excellence
3. Impact through visibility and external engagement
4. Open science – the norm for credibility, utilisation and quality
5. Strategic recruitment and career development as the foundations for future research
6. Campus development and strategic initiatives for research infrastructures
7. Increased research funding
8. Development of research through quality assurance and evaluations.

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



**Detailed description and duly justification (max. 500 words)**

The proposed actions have been anchored with the university's faculties through reference groups and consultations with faculty leadership as well as with the current management of the university. There will also be a new Reference group for strategic skills provision overseeing the progress.

How are you monitoring progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

The progress will be monitored by the Reference group for strategic skills provision, who reports back to the Vice-Chancellor.

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



**Detailed description and duly justification (max. 500 words)**

Monitoring is included and ensured through the Reference group for strategic skills provision.

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



**Detailed description and duly justification (max. 500 words)**

First of all, finding a date that will work for everyone and plan the interactions throughout the day after the Assessor's needs. The preparations will include an overview of the progress and in accordance with the action plans and charter as well as planning of meetings with researchers from R1-R4, the university management and all other employees that the Assessors need to meet during their stay.

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