

## TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review: Jönköping University
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Web link to published version of organisation's HR Strategy and Action Plan: <a href="http://www.ju.se/en/HRS4R">www.ju.se/en/HRS4R</a> <a href="http://www.ju.se/en/HRS4R/charterandcode">www.ju.se/en/HRS4R/charterandcode</a> <a href="http://www.ju.se/en/HRS4R/documents">www.ju.se/en/HRS4R/documents</a>

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE (31 Dec 2017)</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	300
Of whom are international (i.e. foreign nationality)	Approx 50 Heads
Of whom are externally funded (i.e. for whom the organisation is host organisation)	Approx 80 FTE
Of whom are women	146
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	86
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	146
Of whom are stage R1 = in most organisations corresponding with doctoral level	68
Total number of students (if relevant)	7690
Total number of staff (including management, administrative, teaching and research staff)	725
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	25 000 000
Annual organisational direct government funding (designated for research)	11 000 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10 000 000
Annual funding from private, non-government sources, designated for research	4 000 000

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

**Jönköping University, JU**, is a modern profession-oriented university characterised by a high degree of internationalization, an entrepreneurial spirit and extensive collaboration with surrounding society. JU is one of three Swedish private, non-profit institutions of higher education with the right to award doctorates. JU operates on the basis of an agreement with the Swedish Government and conforms to national degree regulations and quality requirements.

The university is organised as a non-profit corporate group with Jönköping University Foundation as the parent organisation and six wholly owned subsidiaries: the School of Health and Welfare, the School of Education and Communication, Jönköping International Business School, the School of Engineering, University Services and Jönköping University Enterprise

Jönköping University has approximately 11,000 students, of which 2,000 are international students. The university is one of the top universities in international student exchange and among the best in Sweden in terms of attracting international students. Our campus is a truly international and academic environment with students and staff from all parts of the world.

Jönköping University has a close cooperation with business and society both within education and research.

**Research**

Focus areas within research are entrepreneurship and renewal; technical expertise and know-how to small, medium-sized and large companies; health, care and social work from a holistic perspective; and conditions for education and communication.

**Education**

The University offers 80 programmes and specialisations on the bachelor and master level and prepares students for working in an international context.

Jönköping University conducts commissioned education and research and also offers preparatory programmes called Pathway programmes, designed for international students.

**Research education**

JU is entitled to issue doctoral degrees in the disciplinary research domain of humanities and social sciences. Within technology, the university issues licentiate and doctoral degrees in the field of Industrial Product Development.

## **2. NARRATIVE**

As mentioned above, Jönköping University is a young, modern university. In 1992, the same year EU members signed the Maastricht Treaty to further integrate Europe, a government study examining the future needs of Swedish higher education proposed to the Swedish Minister of Education that a new university be established. The Swedish government approved the proposal in 1993 and established a Board of International Advisors to assist in curriculum development and the hiring of first-class faculty. The location in Jönköping, a city of 130,000 that lies at the heart of Scandinavia's logistic and demographic centre, was selected because it is known as a cradle of entrepreneurship and one of the most industrialized regions in Scandinavia. The official opening of the new university was the 1st of July 1994. In only two and a half decades JU has

distinguished itself in the speed of its development and good reputation. Jönköping International Business School became the first Swedish double-accredited school by EQUIS and AACSB in 2015 and is ranked as one of the top universities for business research in Sweden. As an example, it is cited as #1 in Europe and #3 in the world for its research on family businesses and ownership. From JUs founding days in 1994, JU has played an important role in the local and regional economy. Its initial approval was completed with the full support of the city and county of Jönköping and its local businesses. JU has been successful in adding to the overall importance of the area and brought a dynamic, international flavour to Jönköping through the diversity of its international faculty and students.

Since 2013, five years, has JUs total research funding grown 30% from 178 million SEK to 231 million SEK, of which around 54% is external funding. JU has a new 10-year agreement with the Swedish KK-foundation that will imply more than 50 million SEK a year.

JUs research is growing substantially. In the coming years we will be recruiting a large number of researchers and we need to have an attractive working environment for researchers. Furthermore, the Swedish government is looking at forms to make quality checks on the universities research quality systems. The HRS4R process has therefore been a perfect tool to identify areas of development.

#### **Researchers' ethical and professional responsibility**

From a university perspective – and from a Swedish perspective - the research freedom is a fundamental objective for any research undertaken. In practice this means that researchers can freely choose which topic or subject to research and freely apply any method they choose. Still, there is a strategic focus in our operations and the research areas should be embraced within those. Each of JUs four schools has its own designated focus areas and research activities, and in some fields, research is conducted in collaboration between two or more of the schools. Research projects should therefore have an orientation towards our university's focus areas and we need to be transparent, and, within the planned development of a research policy, explain that even if the researchers have freedom to choose research subjects, those have to have an orientation towards JUs focus areas.

The Fundamental Law on Freedom of Expression and Freedom of the Press Act regulate the entitlement to express and present opinions and disseminate information and views in Sweden. Ethical principles are regulated in the Ethical Review Act and guidelines for ethical assessment and are addressed by the ethical review boards. The researcher's professional responsibility is included as a part of the supervisory training and in other courses. There are guidelines for supervisors and for how supervisors are appointed. The professional responsibility is also included in the individual study plan for PhD students.

JUs researchers are aware of the areas that control their research environment, but we have found that our researchers need more information about the financing mechanisms. Researchers get support from JUs University Services for example by project economists assigned to each research group. There are supervisory courses and information from JUs Grants Office is under development.

We have identified that information and courses on contractual and legal obligations need to be developed and that JU needs to make researchers aware of their rights and obligations. The

principle of public access to official documents, state laws and responsibility regulate responsibility, openness and insight. There are safe work methods and systems for backup copy to fulfil requirements for data safety and secrecy. Dissemination and utilisation of results and making research known to society is mainly made through Open Access, JU s website, education, outreach seminars and Jönköping's Science Park. Both within education and research, Jönköping University has a close cooperation with business and society.

JU's main gaps: No. 1, 3, 4, 6, 7 and 22 - A strategic research committee has been put in place since the Gap analysis showed the need of it. A research policy is planned. A new process for the development of new strategies involving researchers and other employees is being used for the development of the coming strategic plan. No. 2 JU needs to have an ethic committee at university level and needs to include ethics in the coming research policy. Compulsory seminars for all employees should be put in place. No.5, 31 - A structure that gives support within the area of contractual and legal obligations, as well as within the areas of agreements and IPR needs to be put in place. No. 8 The marketing department is now involved to give support within the area of dissemination. No. 10 Non-discrimination - The Government has assigned all universities and university colleges a special assignment to develop their gender mainstreaming work.

### **Recruitment**

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

JU's main gaps: No. 12, 13 and 21 During 2017 and 2018 JU has developed new "Regulations for Appointment of Teachers at Jönköping University (Appointment Procedure)" in which career paths, qualification requirements and selection criteria, as well as a well described and compulsory process for the recruitment of teachers and researchers that follows the OTM-R. Following the decided regulations, recruitment tools and guidelines are being developed. The development work has been done with a good dialogue with researchers and the executive teams at the different schools. Relocation services have been procured and they are now being used for the recruitment of international faculty. Similar work is now being done within the area of recruitment of research students. Mobility is an area that will be developed when the work with the recruitment processes is done.

### **Working conditions and safety**

The European Charter for researchers emphasises the importance of attractive working conditions and a safe working environment. Work and employment conditions are regulated in laws and agreements. We have a logic and well-defined process for continuous improvements and further development of the working environment with action plans that are closely followed-up. The research environment is stimulating and have a good research infrastructure. There is opportunity to participate in decision-making bodies and there is an extended system for collaboration between employers and employee organisations. JU offers long-term employment contracts with salary and pension rights which conform to national agreements in a much larger extent than other universities and we provide an excellent work environment. Our researchers

have flexible working hours that can be adapted to the individual's needs. Non-discrimination and equality characterises the workplace and researchers participate in the collaboration and decision processes at the department. Procedures and structures for conflict handling are available.

Gender equality is an area that still is a matter of continuous development, financial investments and close monitoring. Just as other universities, JU has a balance in the R1 and R2 stages and experience larger and larger unbalance in the higher stages. Mapping with respect to unjustified salary differences are conducted every year and unjustified salaries are corrected immediately after they've been found. In Sweden individual researchers own their own research and co-authorship is encouraged. There is an established system for complaints/appeals.

JU's main gaps: No. 23 Research environment – A well-defined quality system for research will be developed starting with an ARC evaluation (Analysis of quality of research and co-production), No 24, 28, 30 – JU's research students need to get more help and advice concerning their career options and support to get there. We need to ensure that those research students that are not covered by our insurances are covered by other insurances. This is already being handled. No 27 - The actions according to JU's gender mainstreaming action plan developed as part of the government's mission to all universities in Sweden, are being accomplished and thoroughly followed up. 32 – Co-authorship needs to be screened and some kind of document certifying each authors contribution needs to be put in place. A supervision policy needs to be developed.

### Training

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

JU's main gaps: A more structured approach to training activities for supervisors and a structured mentorship for them needs to be developed.

## 3. ACTIONS

<b>Prioritized actions</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
1) Development of steering documents (research)			
a. <i>Research policy containing rules and practices which apply for research within Jönköping University.</i>	2018 - 2020	<i>The Strategic Advisory Board chaired by the Vice President of Research</i>	<i>Develop and implement an overall research policy, an ethics policy and a policy of intellectual property rights.</i>
b. <i>Formulate and implement an ethics policy at JU</i>	2018 - 2020		<ul style="list-style-type: none"> <li>• <i>One common research policy for JU</i></li> <li>• <i>One common ethics policy for JU</i></li> </ul>

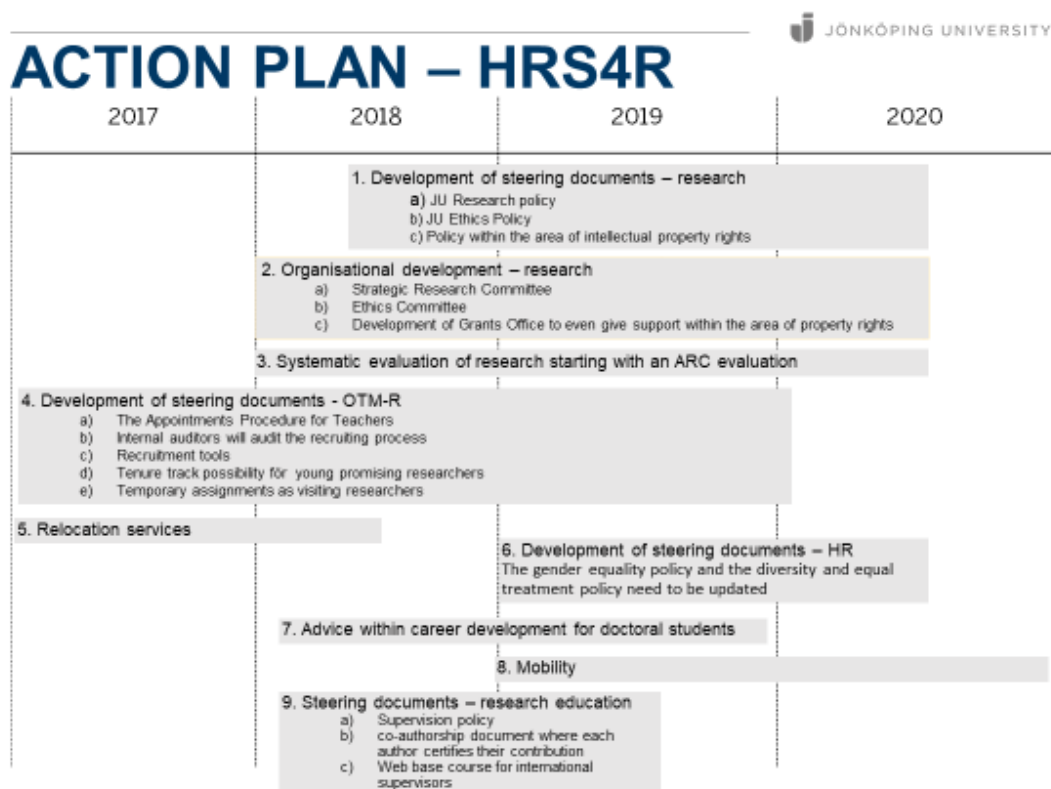
c. A policy within the area of intellectual property rights	2018 - 2020		<ul style="list-style-type: none"> <li>One common policy for intellectual property rights for JU</li> </ul>
2) Organisational development-research area	2018	President of JU	<p>The goal is an overarching research organization that can support researchers, and which promotes cooperation between the four schools and provides opportunities for comprehensive discussions.</p> <ul style="list-style-type: none"> <li>Established strategic council for research</li> </ul>
a. A strategic Advisory Board for Research	A decision was taken by the President to establish a Strategic Advisory Board the 1 of March 2018. The chair of the advisory board is the Deputy Vice president of Research. Members are the associate deans of research at the Schools and a doctoral student.		
b. An Ethics committee at JU providing advice and information to researchers.	2019	President of JU	<ul style="list-style-type: none"> <li>Established ethics council at JU</li> </ul>
c. Organisation giving support within the area of intellectual property rights.	2018	President of JU	<ul style="list-style-type: none"> <li>Established grants office at JU</li> </ul>
3) Systematic evaluation of research. (project plan available)	2018- 2021	Vice President of Research.	<ul style="list-style-type: none"> <li>Research with high quality and social impact</li> <li>Increased opportunity for collaboration, attraction and competitiveness</li> <li>Increased visibility and transparency of research</li> <li>Increased opportunity for external funding for research</li> <li>Facilitated recruitment of researchers with excellence</li> </ul>
4) Development of steering documents (HR - OTM-R)	2018	CHRO	The following should be developed and regulated:
a. Update and further develop the Appointment procedure for teachers at Jönköping University to meet the OTM-R	<p>Ready and decided by the President on the 27<sup>th</sup> of February 2018</p> <p><a href="https://jonkopinguiversity.sharepoint.com/sites/Newintranet/Files/Anst%C3%A4llningsordning%20JU%20180227_eng.pdf">https://jonkopinguiversity.sharepoint.com/sites/Newintranet/Files/Anst%C3%A4llningsordning%20JU%20180227_eng.pdf</a></p>	In cooperation with The Deans and Deans of research from the four schools	<ul style="list-style-type: none"> <li>Eligibility requirements for each teacher-/research category</li> <li>Transparency about possible career paths</li> <li>Recruitment process including, advertising, application, evaluation, feedback to applicants, as well as quality assurance mechanisms meeting the OTM-R</li> </ul>
b. An internal audition of the recruiting process at the schools is being done.	a) Ready and presented to the University Foundation Board on the 30 <sup>th</sup> of May 2018. A report concerning the findings will be presented to the board with suggestions	The Foundation Governing Board	<ul style="list-style-type: none"> <li>A report will be presented for JUs Foundation Governing Board.</li> </ul>

	on improvements and KPIs that the Board will follow up.		<ul style="list-style-type: none"> <li>Identified areas of improvement within the recruitment process</li> </ul>
c. Recruitment tools (guidance, templates, instructions) that meet the OTM-R are being developed	2018	The HR department in cooperation with the chairs of the recruitment committees at the schools	<ul style="list-style-type: none"> <li>Professional recruitments that meet the standard of OTM-R.</li> <li>Updated recruitment tools</li> <li>Training offered for everyone involved in the recruitment process</li> </ul>
d. Agreement with the unions to be able to offer a qualification appointment with tenure track that gives the employee possibility to develop both pedagogically and scientifically. This position needs to be part of the career paths stated at the Appointments procedure.	2018-2019	CHRO	Agreement with the unions is in place
e. Agreement with the unions to be able to offer interesting temporary assignments as visiting professors	2018-2019	CHRO	Agreement with the unions is in place
5) Relocation services giving support to our international recruits	2018 Ready and decided	HR department	Procured relocation services in place
6) Development of steering documents (HR) The gender equality policy and the diversity and equal treatment policy need to be updated	2018-2020  Study of what kind of steering documents that are needed will start 2018. A development plan will be decided.	CHRO	Updated steering documents within these areas.
7) Doctoral students need to get better advice within career development. This area is already under development.	Common denominator – 2018 <ul style="list-style-type: none"> <li>supervisors offer their doctoral students regular opportunities in connection with supervision to discuss their future career</li> <li>the associate dean of doctoral programmes/the director of studies or the equivalent encourages development talk with employers outside JU</li> <li>at the annual follow up meeting in connection with the annual review of the individual study plan,</li> <li>an annual development dialogue with doctoral students employed at JU is</li> </ul>	(JUFU) Group of Directors for the research school at each school	<ul style="list-style-type: none"> <li>Individual study plans that show what has been done by way of career planning and that require the employer to sign it</li> <li>Easy to find information about the activities of the Career Center</li> <li>Program survey</li> <li>Alumni survey</li> </ul>

	<p>carried out by the head of department or the equivalent</p> <p>Other activities that are carried out by one or more schools supporting career planning</p> <ul style="list-style-type: none"> <li>• the encouragement of doctoral students to write job market papers and to go to job market fairs (Academy of Management; EFMD)</li> <li>• the use of individual study plans that show what has been done by way of career planning and that require the employer to sign it</li> <li>• the use of alumni surveys</li> </ul> <p>Future activities supporting career planning 2019</p> <ul style="list-style-type: none"> <li>• development of support through Career Center especially designed for doctoral students comprising among other things: career guidance, feedback on CV and cover letters, interview training, information about the usage of social media, information about the labour market, lectures, courses, and projects</li> <li>• program surveys to be filled in after completion of the research education with the aim to, among other things, get feedback on the support of the connection to working life during the research education</li> <li>• alumni surveys in order to follow up what happens after the research education and build a network with former doctoral students for mutual benefit</li> <li>• invitation to alumni days, where alumni from academia, business world and authorities give information about their careers; especially important are transferable skills</li> <li>• a JU-common lunch-to-lunch introductory meeting twice a year with new doctoral students and their supervisors, during which among other things the following topics could be covered: steering documents, the structure of research education, processes of research education, career planning, meeting with alumni</li> </ul>		
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8) Mobility - JUs teachers and researchers should be more encouraged to move within the schools, to other universities within Sweden and abroad as well as to other sectors.	2019-2020	CHRO A project plan will be developed during the autumn of 2018	Several activities will be planned and implemented. A mentorship program is the first one that will be realized during 2019.
9) Steering documents – research education	2018 The purpose of this policy/policies is to set the standards for supervisors and for doctoral students during the supervision process.	(JUFU) Group of Directors for the research school at each school	A supervision policy, generic for JU A supervision policy for each school
a. A supervision policy, generic for JU A supervision policy for each school	2018 A co-authorship statement document is being designed with the aim of having one document for all of JU.	(JUFU) Group of Directors for the research school at each school	Registered co-authorship statement documents
b. A co-authorship document where each author certifies their contribution. This should be used for compilation thesis and other articles in general.	2019/2020		Written regulation for supervisors are developed and deployed.
c. A web based course for international supervisors is needed.			



As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the

principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

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

Actions 4 and 5 correspond to the OTM-R. We have, since this was identified a key area to be an attractive employer for researchers, developed the regulations for the appointment of teachers and researchers. When designing the decided recruitment process we got inspiration from the Toolkit. We are now developing tools that support managers to follow the process and we are starting to look at the recruitment process of research students. Support within the area of relocation for managers and for the international recruited employees is also in place.

#### **4. IMPLEMENTATION**

Jönköping University's President has informed the University Foundation Board about the progress with the HRS4R and the content of the action plan. The Board has endorsed the action plan.

The HRS4R is included in JU's strategic action plan and has already affected the development of our organization (i.e. The Strategic Advisory Board for Research), our steering documents (i.e. The Appointment Procedure for Teachers at Jönköping University), the support to researchers (i.e. relocation services) and our follow-up process (i.e. annual cycle including the follow up on HRS4R activities). We are now preparing to look at the quality compliance system for research and HRS4R will be a part of the quality system.

Jönköping University's Executive Team has prioritized the actions and will be following up on the progress of all activities. The HRS4R is included in the annual follow-up cycle. The Strategic Committee for Research with the Vice president of Research as head, has the operational task to oversee all the activities and develop some of the activities (1-3). The Group of Directors for the research school at each school (JUFU) have the responsibility for the development of some of the activities (7 and 9) and the HR manager and her team with the CHRO overseeing the development for the development of activities 4-6 and 8.

For each of the activities a development plan is being presented (see the web site). For each activity there is an organisation with a sponsor, a steering committee, a chair for the steering committee, a project manager with a project group and a reference group consisting of representatives from the research community.

The internal review will follow two different tracks: the first track will follow up the development, implementation and impact of the actions that were prioritized and decided in this action plan. The second track will go back to the gap analysis and back to the research community to map out which gaps that need to be addressed and prioritized.

For the external review we need to have transparency of everything that is being done and developed as well as for the people that have been involved.