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How do you know?

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Initial Assessment - EC Consensus Report**Case number:** 2020SE526196**Name Organisation under assessment:** University of Skövde**Submission date of initial GAP-Analysis, HR Strategy and Action Plan:** 18/05/2021

This report was drafted by the Lead-Assessor in consensus with the members of the assessment team

Submission date: 21/10/2021**Eligibility assessment**

Please rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Have the Strategy and Action Plan been published on the organisation's website?	Yes	
Have the Strategy and Action Plan been published in English?	Yes	

<input type="checkbox"/> An official EU website	YES / NO / PARTLY	Recommendations <small>How do you know?</small>
Have the Strategy and Action Plan been published in a visible place?	Partly	The HRS4R page is in 4 levels deep in the website structure: Home > About us > Job opportunities > HR Strategy for Researchers at the University of Skövde. It is really difficult to find the HRS4R page if you don't know the direct link or if you are not using the search engine. The HRS4R page should be in a more visible place in order to be visible also to people that visit the university website but don't know that the university is involved in the HRS4R process. Moreover, the university should consider moving the HRS4R page under the main menu Research e.g. Home > Research > HR Strategy for Researchers at the University of Skövde.

Have the following elements of the templates for the Gap Analysis and the HR Strategy and Action Plan been completed with sufficient details and quality?

- Gap Analysis
- HR Strategy and Action plan
 - ☑ Organisational information
 - ☑ Strengths and weaknesses of the current practice
 - ☑ Actions
 - ☑ Implementation

Yes

A very comprehensive Gap Analysis, HR Strategy and Action Plan have been completed.

Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation. Rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Is the organisational information provided sufficient to understand the context in which the HR Strategy is designed?	Yes	In general, the information provided is sufficient, but there is room for improvement.

<input type="checkbox"/> An official EU website	YES / NO / PARTLY	Recommendations How do you know?
Is the Action Plan coherent with the Gap Analysis?	Yes	<p>Mostly. For some of the gaps identified it is not clear how they are translated to the AP, for example, "R1-R2 are seldom made aware of the importance of contract compliance" but it's not clear in the AP how this shortcoming is going to be addressed (is it included in action 3?). Or for example, the need to "carry out additional GDPR training" found in the GAP analysis and proposed as a new action does not have a reflection in the AP (maybe action 3 or action 13) Also, principles that could be improved should not be marked as fully implemented (even if there are no gaps identified) for more clarity.</p>
Have a steering committee and working group been established to guarantee the implementation of the HRS4R-process?	Yes	<p>The working group has only 4 members and only from the administration departments. For the implementation phase, there will be an implementation group with members from the administration and a reference group with representation from R1 to R4 researchers. It seems a good practice and it might prove useful.</p>
Has the research community been sufficiently involved in the process, with a representation of all levels of a research career?	Yes	<p>Six focus groups consisting of researchers at different experience levels from all departments were set up to review the 40 principles of the Charter & Code. An online survey was issued to 380 research, teaching and administration staff, of which 131 responses were collected. Focus groups with respectively 16% of R1, 22% of R2, 39% of R3-R4 and different meetings with faculty, staff and management. The research community should be actively involved in the implementation of the process something that will be in favour of the researchers and the university.</p>

<input type="checkbox"/> An official EU website	YES / NO / PARTLY	Recommendations <small>How do you know?</small>
Are the relevant management departments sufficiently involved in the process so as to guarantee a solid implementation?	Yes	All the management departments of the university have been involved according to its organigram (Vicechancellor's office, University director management group and faculty board)
Have adequate targets and indicators been provided in order to demonstrate when/how an action will be/has been completed?	Yes	Indicators included in all the actions, in some cases are more general, the indicators should be also quantitative in order to be easier to evaluate the progress of the action.
Is the organisation establishing an OTM-R policy?	Yes	The organization has an OTM-R policy. The OTM-R policy should be published on the website. It is not clear why the euraxess portal (or other international channels) is not universally used. Universities' recruitment seems to be strongly regulated in Sweden and in line with OTM-R although some changes still need to be made.
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	The action plan is fairly ambitious. The university still has a long way to incorporate HRS4R into its internal policies and HR strategy but it seems to be moving in that direction.

General Assessment

Accepted

Pending **minor** modifications

Pending **major** revisions



Explanation

- **Accepted: This application meets the criteria and the HR award is granted.**
The assessors might have commented on your file asking for future focus on a particular aspect/criterion, so please refer to the comments given above.
- Pending **minor** modifications: This application **broadly meets the criteria**, but the assessors have some concerns/questions about specific areas/criteria. Please reflect about the feedback given above and update your file before **re-submitting within 2 months**.

- An official EU website
- How do you know?
- Pending **major revisions**: This application does not meet the criteria; please make the appropriate changes taking into account the comments of the assessors before **re-submitting within 12 months**.

General Recommendations

If any of the above statements have prompted a "no" in the evaluation, please provide suggestions of modifications in the form below.

If the general assessment is:

- "pending minor modifications" the recommendations are split into:
 - ☑ Immediate mandatory modifications (to be implemented in order to obtain the award, resubmission within 2 months)
 - ☑ Other modifications (to be carried out during the implementation phase).
- "pending major revisions" the recommendations are split into:
 - ☑ Mandatory modifications (in order to obtain the award, resubmission within 12 months)
 - ☑ Other modifications.

Recommendations *

The HRS4R page containing the Strategy and the Action Plan should be in a more visible place on the university website. The university should consider moving the HRS4R page under the main menu Research e.g. Home > Research > HR Strategy for Researchers at the University of Skövde.

Weaknesses and strengths are well explained and in line with the results from the gap analysis, however, sometimes it's not clear how the new proposals identified in the gap analysis are translated to the action plan. There are more than 40 new proposals but only 19 actions in the action plan. Consider grouping the new proposals in the gap analysis as they are grouped for the actions in the AP or provide the reference to the relevant action.

For the recruitment and selection area, in the gap analysis the new proposals are:

- Describe Swedish and HS recruitment processes clearly for international applicants.
- More use of Euraxess for publishing jobs where relevant.
- Incorporate HRS4R texts in updated guidelines.
- Ensure that ongoing review of recruitment process takes into account HRS4R principles.
- Regular quality assessment of recruitment and selection processes.
- Publish information on how the process works (also in English).
- Link to be included in job adverts.
- Oversee internal composition of selection committees.
- Review guidelines for evaluators.

In the action plan:

Improve "merit-based recruitment" process.

HS currently works with a merit-based recruitment process, as described in various internal documents. This project aims to review our process, update documents where necessary and disseminate information about how the process works both internally and externally via the HS web (in Swedish and English)

This might make it more difficult to assess whether the goals have been achieved.

As a general rule actions should be clearly addressed in the action plan or explain why they are not currently addressed.

If the organisation deserves to be commented on their ambition, their actions, evidence of good practice and/or their implementation process, please provide a commentary supporting this. (max. 2000 words)

The university has made a thorough analysis of its current practices and relevant legislation. It also shows that they already have an HR strategy in place with many initiatives underway.