

TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2021SE601702

Name Organisation under review: Swedish University of Agricultural Sciences (SLU), Sweden

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Ylva Hillbur [steering group]	Pro Vice-Chancellor for international relations	University management
Anna-Karin Olofsdotter [steering group]	Director HR	Human Resources
Thomas Randrup [steering group]	Professor of Urban Open Space Management, Head of Subject for Landscape Governance and Management, (R4)	Department of Landscape Architecture, Planning and Management, Faculty of Landscape Architecture, Horticulture and Crop Production Science

Francisco X Aguilar [steering group]	Professor of Forest Business Management, (R4)	Department of Forest Economics, Faculty of Forest Science
Erika Roman [steering group]	Professor of domestic animal physiology, (R4)	Department of Anatomy, Physiology and Biochemistry, Faculty of Veterinary Medicine and Animal Science
Anke Fischer [steering group]	Professor of Environmental Communication, (R4)	Department of Urban and Rural Development, Faculty of Natural Resources and Agricultural Sciences
Marnie Hancke [project group]	Research Advisor, project leader	Faculty office, Faculty of Natural Resources and Agricultural Sciences
Eva Borgert [project group]	HR Officer	Division of Human Resources
Maria Bergling [project group]	HR Officer	Division of Human Resources
Caroline Grabbe [project group]	Research coordinator	Vice-chancellors office, Grants Office
Niklas Nordquist [project group]	Research Advisor	Division of Planning
Tina Sjöström [project group]	Administrative officer, Equal opportunities	Division of Planning
Ulrika Ganeteg [project group]	Research Advisor	Faculty office, Faculty of Forest Science
Torleif Ljung [project group]	Administrative officer	Faculty office, Faculty of Landscape Architecture, Horticulture and Crop Production Science

Sarah Hedenskog [project group]	Administrative officer	Faculty of Natural Resources and Agricultural Sciences
Sbatie Lama [project group]	Doctoral Student, (R 1), Chair of ASK PhD student council	Department of Plant Breeding, Faculty of Landscape Architecture, Horticulture and Crop Production Science
Sabrina Dressel [project group]	Post-doc (R 2)	Department of Wildlife, Fish and Environmental Studies, Faculty of Forest Science
Aakash Chawade [project group]	Senior lecturer, (R3)	Department of Plant Breeding, Faculty of Landscape Architecture, Horticulture and Crop Production Science
Christer Björkman [reference group 1]	Pro-dean, Chair of Academic Appointments Board of the Faculty of Forest Science, (R4)	Faculty of Forest Science
Torleif Hård [reference group 1]	Dean, Chair of Academic Appointments Board of the Faculty of Natural Resources and Agricultural Sciences, (R4)	Faculty of Natural Resources and Agricultural Sciences
Lena Ekelund Axelson [reference group 1]	Vice-dean, Chair of the Appointments Board of the Faculty of Landscape Architecture, Horticulture and Crop Production Science, (R4)	Faculty of Landscape Architecture, Horticulture and Crop Production Science
Dirk-Jan de Koning [reference group 1]	Vice-dean, Deputy-chair of Appointments Board of the Faculty of Veterinary Medicine and Animal Science, (R4)	Faculty of Veterinary Medicine and Animal Science
Carolyn Glynn [reference group 1]	Head of Department	Department of Crop Production Ecology, Faculty of Natural Resources and Agricultural Sciences
Lotta Rydhmer	Head of Department, (R4)	Department of Animal Breeding and Genetics, Faculty of

[reference group 1]		Veterinary Medicine and Animal Science
Hans Petersson [reference group 1]	Head of Department, (R3)	Department of Forest Resource Management, Faculty of Forest Science
Anders Carlsson [reference group 1]	Head of Department, (R4)	Department of Plant Breeding, Faculty of Landscape Architecture, Horticulture and Crop Production Science
Åsa Söderberg [reference group 2]	Division manager	Division of Human Resources
Olle Håstad [reference group 2]	Research Advisor	Faculty of Veterinary Medicine and Animal Science
Lotta Jäderlund [reference group 2]	Education Officer	Division of Planning
Lennart Jonsson [reference group 2]	Head of legal Affairs	Vice-Chancellors office
Karin Öhman [reference group 3]	Member of the Academic Appointments Board of the Faculty of Forest Science, (R4)	Faculty of Forest Science
Seema Arora Jonsson [reference group 3]	Member of the Academic Appointments Board of the Faculty of Natural Resources and Agricultural Sciences, (R4)	Faculty of Natural Resources and Agricultural Sciences
Anna Jansson [reference group 3]	Member of the Academic Appointments Board of the Faculty of Veterinary Medicine and Animal Science, (R4)	Faculty of Veterinary Medicine and Animal Science
Yuval Zelnik [reference group 3]	Postdoctoral (R2), Chair of SLU Post-doc association	Department of Ecology, Faculty of Natural Resources and Agricultural Sciences

Todd Johansson [reference group 3]	Doctoral student (R1), Chair of SLU PhD council	Department of Clinical Sciences, Faculty of Veterinary Medicine and Animal Science
Magdalena Bieroza [reference group 3]	Senior lecturer (R3), Chair of SLU Future Faculty	Department of Soil and Environment, Faculty of Natural Resources and Agricultural Sciences

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4³, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
All	Digital meeting	All stakeholders involved in the process of the application were informed about the Charter & Code and the application process. Information about project management and contact details in the case of questions. By means of breakout-rooms, the members of the steering group, project group and respective reference group, respectively, were able to introduce themselves to each other.
Steering group	Continuous updates on project progress via e-mail, digital meetings after each milestone (gap-analysis, OTM-R checklist, action plan).	The Steering group had deep insight into the documents constituting the application for the HR research in Excellence Award. Through discussions and regular feedback from the Steering group relevant documents were improved. Steering group assessed final version of gap-analysis, OTM-R checklist, action plan).

	The software Teams is used to make documents available and share at any time.	
Project group = Working group	Digital workshops to discuss and edit drafts of gap-analysis, OTM-R checklist, and action plan, respectively. The software Teams is used to make documents available and share at any time.	A draft of gap-analysis, OTM-R checklist, and action plan, respectively, was prepared by Sarah H and Marnie H. Comments and aspects from the digital workshops has been used to edit the draft into a version that was sent to reference groups. Revised versions from respective reference group were used to compile a final version. Referral procedure - involvement of research community: Researchers from all levels (R1-R3) were involved by means of reference groups. Reference group 1 consisted of levels R3 and R4, reference group 2 consisted of HR and administration staff, reference group 3 consisted of levels R1 to R4. Reference groups were asked to discuss and comment on drafts of the gap-analysis and the OTM-R checklist and action plan at two different occasions (deadline for comments on gap analysis was January 11, 2022, deadline for Action plan and OTM-R checklist was April 12, 2022). Each reference group was self-organised regarding meetings, discussions and comments on drafts. One person within each reference group was designated to gather comments on drafts and send them to the project leader. The project leader synchronized comments from reference groups to one single document, which was made available to the project group/working group. The project group/working group discussed by meeting online, the comments and viewpoints from the reference groups and the documents were revised accordingly. Revised versions were presented to the steering group who either approved or asked for clarifications.

		During the entire project, documents were available to all people involved in the process through Microsoft Teams. The project leader together with Sarah Hedenskog presented the HRS4R project for Heads of Departments at Faculties NJ, S and VH.
Reference group 1-3	Continuous updates on project progress via email and through software Teams.	Each reference group was asked to hand in one revised version of gap-analysis, OTM-R checklist, and action plan, respectively before sending back to project group.

Please describe how the Committee overseeing the process was appointed: (max 200 words)

The HRS4R process was initiated in 2020 by the Pro Vice-Chancellor for international relations and HR Director. A decision is made by the Vice-chancellor, assigning a Steering group, with the task to oversee the process, a Working Group, responsible for planning and executing the operational steps of the process, and three Reference Groups. The Steering Group consists of R4 researchers who have been recruited to SLU in the recent past and thus have own experience from the recruitment process. They also bring with them international work experience that is considered useful for critically assessing how SLU implements the aspects of the Charter & Code.

The steering group had four meetings online, the first one (23/11 2020) to discuss the scope of the application, the second one (29/01 2021) to review and discuss the gap-analysis, the third one (9/4 2021) to review the OTM-R checklist and the action-plan, and a fourth one (6/5 2021) to have a final discussion on the application documents. After each meeting, views and comments were worked into the application.

Comment on consensus report:

1. Yes, the steering group held presentation mainly from R4. Representation from R2 was very hard to find because R2 levels are mainly externally funded and thus do not have administrative time included in their position.

2. A pool of researchers was identified given parameters such as faculty-belonging, level (R1-R4), gender and commission as board member (faculty board, academic appointments board). They were asked via e-mail whether they would have the interest and time to commit to the project given the condition that SLU did not have funds to reimburse them for their time. Researchers being active in for example the PhD council were asked to forward the information to their members.

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Please describe how the Working Group responsible for the implementation of the HRS4R process was appointed: (max 200 words)

The Working Group was appointed by a decision from the Vice-Chancellor. The aim was to tie a variety of different competences to the group, at the same time as the size of the group should not be too large. By discussing which competences should be tied to the group with Pro Vice-Chancellor and HR Director, and setting these into relation to competences present in the Steering Group and Reference groups, a number of people were contacted and appointed. Aspects of including equal numbers of females and males in the group were considered but difficult to fulfil due to a majority of females working in the university administration.