

TEMPLATE 4: ACTION PLAN

Case number: 2019SE450153

Name Organisation under review: Lund University, Lund, Sweden

Organisation's contact details: Gunilla Thylander, HR Department, Lund University
(gunilla.thylander@hr.lu.se)

Web link to published version of organisation's HR Strategy and Action Plan:

<https://lunduniversity.lu.se/about/work-at-lund-university/hr-strategies-for-researchers-application-for-certification>

SUBMISSION DATE: JUNE 18TH, 2020

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE (31 Dec 2019)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	4584
Of whom are international (i.e. foreign nationality)	1375
Of whom are externally funded (i.e. for whom the organisation is host organisation)	2705
Of whom are women	1935
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1914
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	2184
Of whom are stage R1 = in most organisations corresponding with doctoral level	1427
Total number of students (if relevant)	26802 (FTE)
Total number of staff (including management, administrative, teaching and research staff)	7051 (FTE)
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget (research and education)	842 000 000
Annual organisational direct government funding (designated for research)	241 000 000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	203 000 000
Annual funding from private, non-government sources, designated for research	146 000 000
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Lund University, founded in 1666, is ranked among the world's top 100 universities. The university has 40 000 students and over 8000 staff and provides education and research with a unique disciplinary range within the following areas:	

- Economics and management
- Engineering and technology
- Humanities and theology
- Law
- Fine arts, music and theatre
- 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 have the aim to strengthen research and education e.g. [LERU](#), [EUGLOH \(European University Alliance\)](#) [CESAER](#), [EUA](#) and [Euraxess-Sweden](#).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>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. 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)</p> <p>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.</p> <p>Prioritised areas for further improvements, based on the thematic</p>

	<p>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.</p>
Recruitment and selection	<p>The Lund University Appointment Rules 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 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.</p> <p>Prioritised areas for further improvements, based on the thematic headings of Charter and Code.</p> <p>For a description of current practise, please see sections 12-21 in the Gap-analysis as well as OTM-R checklist.</p> <p>The Lund University Appointment Rules will be reviewed, with the aim to make the procedure quality assured and clear for all people involved.</p> <p>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.</p> <p>The process will ensure correct and transparent handling regarding for example gender aspects and judging of merits.</p> <p>Training will be available for all members of recruitment committees from 2021.</p>
Working conditions	<p>Work and employment conditions are regulated in national laws and agreements at a high standard and state employees enjoy additional benefits. There is opportunity to participate in decision-making bodies and there is an extended system for collaboration between employers and employee organisations. There is also an extended system for complaints/appeals. The Lund University Strategic Plan states that a</p>

	<p>good work environment, gender equality and the ability to ensure equal opportunities for both students and staff are a priority.</p> <p>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.</p> <p>The results of work on gender equality and equal opportunities is reported annually in an equality/diversity report based on the chapter 3 in the Discrimination Act. The purpose is to disseminate 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.</p> <p>Through a public service agreement concerning higher education institutions Lund University has been commissioned by the Government to develop gender mainstreaming. Gender mainstreaming aims to identify and remove or minimize obstacles for gender equality. Gender mainstreaming is in addition to the demands of the Discrimination Act.</p> <p>Prioritised areas for further improvements, based on the thematic headings of Charter and Code:</p> <p>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.</p> <p>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 not only to new employees but also to personnel responsible for the on-boarding process.</p> <p>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.</p>
--	--

Training and development	<p>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.</p> <p>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.</p> <p>Prioritised areas for further improvements, based on the thematic headings of Charter and Code:</p> <p>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.</p>
--------------------------	---

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://lunduniversity.lu.se/about/work-at-lund-university/hr-strategies-for-researchers-application-for-certification>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS		
Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
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.	2. Ethical principles	1.1 Q4 2021 1.2 Q4 2022
	Responsible Unit	Indicator(s) / Target(s)
	Medical Ethics	Indicators: 1.1 Design of course and layout content. 1.2 Online ethics courses in Swedish and English ready to launch Target:

<p>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.</p> <p>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>		<p>To raise awareness and knowledge on research ethics in the research community and contribute to an ethical approach on individual and group level.</p>
<p>Action 2</p>	<p>GAP Principle(s)</p>	<p>Timing (at least by year's quarter/semester)</p>
<p>To create a comprehensive web overview of good research practise and legal compliance – making it easy to do the right thing</p> <p>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.</p> <p>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>	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 7. Good practice in research 31. Intellectual property rights</p>	<p>2.1 Q4 2021 2.2 Q2 2022</p>
	<p>Responsible Unit</p>	<p>Indicator(s) / Target(s)</p>
	<p>Research, Collaboration and Innovation</p>	<p>Indicators: 2.1 Overview of online information, courses and related material 2.2 Proposal for a coordinated online presentation model</p> <p>Target: To present information on research compliance comprehensively and easily accessible with the aim to increase knowledge and compliance.</p>
<p>Action 3</p>	<p>GAP Principle(s)</p>	<p>Timing (at least by year's quarter/semester)</p>
<p>Develop research communication support and training</p> <p>The effective presentation of research to</p>	<p>8. Dissemination, exploitation of results 9. Public engagement 28. Career development</p>	<p>3.1 Q4 2022 3.2 Q4 2022</p>

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.	Responsible Unit	Indicator(s) / Target(s)
	Research, Collaboration and Innovation	Indicators: 3.1 Follow up internal Lund University project report (Forskningsskommunikation – 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.
Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
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).	10. Non discrimination 12. Recruitment 23. Research environment 24. Working conditions	4.1 Q4 2021 Review current information Q4 2022 Updated information 4.2 Q4 2021 Review current documents and information Q4 2022 Updated documents and information
	Responsible Unit	Indicator(s) / Target(s)
	Human Resources	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

Documents to individuals concerning e.g. appointments and admissions must also be available in English.		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.
Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
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.	12. Recruitment 27. Gender balance OTM-R checklist: 2,7,8,12,13,21,23	5.1 Q4 2022 5.2 Q4 2022 5.3 Q2 2022
	Responsible Unit	Indicator(s) / Target(s)
	Human Resources	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.
Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
Clarify the on-boarding process and develop relevant material	24. Working conditions	6.1 Q4 2021 6.2 Q4 2021

<p>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.</p> <p>There is a need for an on-boarding process for international staff that includes relocation, which is one of the goals in the Action plan for internationalisation (SAMV 2018/444).</p> <p>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.</p> <p>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>		6.3 Q4 2021
	Responsible Unit	Indicator(s) / Target(s)
	Human Resources	<p>Indicators:</p> <p>6.1 On-boarding process produced for incoming international staff</p> <p>6.2 Checklists produced regarding introduction of newly employed staff.</p> <p>6.3 Welcome package for incoming international staff is available.</p> <p>Target:</p> <p>Ensuring a new employee is prepared to contribute early and effectively in his/her new role and increasing the employee's comfort level in the workplace.</p>
Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>Improve continuing professional development for certain roles</p> <p>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.</p> <p>Another focus area is supervisor training, including the definition of the supervisor role and the connection to the designated time available for supervision.</p> <p>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.</p>	<p>14. Selection</p> <p>27. Gender balance</p> <p>38. Continuing professional development</p> <p>39. Access to research training and continuous development</p> <p>OTM-R checklist: 3</p>	<p>7.1 Q2 2021</p> <p>7.2 Q4 2022</p> <p>7.3 Q4 2022</p> <p>7.4 Q4 2022</p> <p>7.5 Q4 2022</p>
	Responsible Unit	Indicator(s) / Target(s)
	Human Resources	<p>Indicators:</p> <p>7.1 Introduction course for new members of appointments boards is produced and implemented.</p> <p>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.</p>

<p>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>		<p>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 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.</p> <p>Target: Improved and further developed courses for professional development in areas as recruitment, supervision and teaching and learning in higher education.</p>
<p>Action 8</p>	<p>GAP Principle(s)</p>	<p>Timing (at least by year's quarter/semester)</p>
<p>Promote and re-new existing career development opportunities and further develop career concepts and support</p> <p>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.</p> <p>The following areas within the action frame must be addressed:</p> <ul style="list-style-type: none"> • 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. 	<p>28. Career development 30. Access to career advice</p> <p>Responsible Unit Human Resources</p>	<p>8.1: Q2 2021 Proposal Q4 2022 Communicated 8.2 Q3 2022 8.3 Q4 2022 8.4 Q4 2022 8.5 Q4 2022 8.6 Q4 2021 8.7 Q4 2021</p> <p>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</p>

<p>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.</p>		<p>collaboration partners and external stakeholders. 8.4 Highlight jobs which can be applied for with a doctoral degree. 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 work with career development opportunities in English for all researchers, within and outside of academia.</p>
---	--	---

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 the case, please make the link between the OTM-R checklist and the overall action plan.

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.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <https://www.lunduniversity.lu.se/about/work-at-lund-university>

Under the subtitle "Applying for a position" applicants can find more information about the recruitment process. See action 5 regarding improvements for recruitment planned in the implementation phase.

4. IMPLEMENTATION

General overview of the expected implementation process:

Lund University management has approved the HRS4R plan and content of the action plan. All areas identified in the action plan will be integrated in the annual process for Lund University as well as in the regulations, strategies and policies currently under review.

In order to ensure effective implementation of HRS4R a detailed plan will be produced.

A steering committee consisting of the vice Vice-Chancellor for Research, Human Resources director and Head of Research, External Engagement and Innovation is tasked with leading the

implementation process.

A project organisation will be set up (see also additional remarks below) according to the established Lund University praxis, see the following link: ([Project model](#)).

The Human Resources Department will dedicate a coordinator to the project who is tasked with monitoring progress on the prioritized actions. The coordinator will lead the year-two self-evaluation. The coordinator is responsible for following the overall progress, and for reporting to the steering committee. The coordinator will be the designated contact person within Lund University.

The implementation phase has well-defined targets and indicators and the responsible units are identified and informed about the actions.

To ensure awareness of the HR Excellence in Research-award within the organisation, a webpage with current information and progress has been created (<https://www.lunduniversity.lu.se/about/work-at-lund-university>). The page is easily accessible and is available in both English and Swedish.

To ensure stakeholder involvement, there will be several activities during the implementation to ensure that progress towards the identified indicators/targets. This is of great interest as the targets were extracted from a large number of interviews with employees from several categories.

Universities within the Swedish Euraxess network have appointed an EU representative for HRS4R-issues and also a reference group. This group will support Swedish universities in the various stages of the process(es), including implementation and reviewing.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>A steering committee, appointed by the Vice-Chancellor consisting of the vice Vice-Chancellor for Research, Human Resources director and Head of department Research, Collaboration and Innovation, will be tasked with supervising implementation of the action plan. The committee will also be responsible for the Internal Review after 24 months, where a report on the progress of implementing the action plan will be compiled.</p> <p>The steering committee will have meetings regularly, with the coordinator. They liaise, through the coordinator, with the units responsible for the actions on a regular basis to</p>

	support the process and ensure progress.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>The main stakeholders, R1-R4, will be involved both through the dissemination of information about the process on the HRS4R website (https://www.lunduniversity.lu.se/about/work-at-lund-university) and especially through interviews, surveys, meetings in focus groups and other suitable channels for involvement depending on the different actions in the action plan.</p> <p>The researchers at Lund University are also involved through their delegates in different boards and bodies throughout the University. For example Research Board, Research Programmes Board and other different boards at central and faculty level.</p> <p>The group of researchers that was interviewed in the preparation process will serve as a reference group for the implementation project.</p> <p>Furthermore, local unions and the various employee consultation processes (mandatory by national legislation) ensure that there are several opportunities for involving stakeholders in the implementation process.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	<p>The HRS4R is in line with the present Strategic Plan 2017-2026 and Research Strategy 2017-2021.</p> <p>During the preparation phase (Gap-analysis and compilation of the action plan) we noted that some principles must be adjusted, and this will be followed up in the implementation process. In future Strategic plans the HRS4R will be fully incorporated.</p>
How will you ensure that the proposed actions are implemented?	<p>A coordinator from the HR Department will be responsible for regular follow-ups with the responsible units and other parties for the actions decided in the action plan. The coordinator will report to the steering group. The action plan will be a part of the annual process when it comes to planning, controlling and monitoring the operations at Lund University after directions from the management.</p>

How will you monitor progress (timeline)?	The coordinator will document progress achieved by the responsible units, in the context of the indicators/targets in the action plan. This will be reported to the steering committee.
How will you measure progress (indicators) in view of the next assessment?	<p>The steering committee will be responsible for preparing and planning assessments, and will (together with the coordinator) present the indicators/targets to the University Management annually.</p> <p>To prepare for the next assessment a plan to ensure that the main stakeholders as well as the line management have roles in the assessment will be developed.</p>

Additional remarks/comments about the proposed implementation process:

<p>Description of the implementation project:</p> <p>The Vice-Chancellor will, once the application has been submitted and approved, approve a steering/implementation committee, and a coordinator. A project plan for the HRS4R process at Lund University based upon the prioritized actions will be developed.</p> <p>The project leader will be the coordinator from HR, and the project will encompass sub projects for each separate action, see https://www.lunduniversity.lu.se/about/work-at-lund-university. For each sub project there will be a project leader with a project group, using the main stakeholders as reference group, working to fulfil the action plan in the HRS4R implementation.</p> <p>The steering committee has the overall responsibility for implementing the HRS3R initiative, and will report to the Vice-Chancellor regularly. The steering committee is responsible for the self-assessment after 24 months.</p>
--