



UMEÅ UNIVERSITY

HR strategy – action plan 2023-2025

Name Organisation under review:	Umea University
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Organisation's HR Strategy and Action Plan can be found here .	

1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2 378
Of whom are international (i.e. foreign nationality) *	594
Of whom are externally funded (i.e. for whom the organisation is host organisation) * We do not carry this statistic. It is common that researchers have a mix of internal (governmental) and external research funding.	0
Of whom are women *	1 178
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	718
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	288
Of whom are stage R1 = in most organisations corresponding with doctoral level *	597
Total number of students (if relevant) *	18 004
Total number of staff (including management, administrative, teaching and research staff) *	3 704
RESEARCH FUNDING (figures for 2021)	€
Total annual organisational budget	42 746 532
Annual organisational direct government funding (designated for research)	12 421 726
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	65 471 597
Annual funding from private, non-government sources, designated for research	24 196 024

ORGANISATIONAL PROFILE

Umeå University, Sweden's fifth oldest university, has a strong international presence with students and researchers from all over the world. Research and education span the fields of arts and humanities, medicine, natural sciences, social sciences and education science. Umeå University conducts groundbreaking research in the life sciences, medicine, gender research, biological chemistry, ecosystem dynamics, energy, infections, plant and forest biotechnology and social welfare. It is a hub for AI research and has a strong interdisciplinary interest in sustainability.

2. Narrative

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.

Ethical and professional aspects

Umeå University aims for high quality scholarship. Its vision states that "Through science-based knowledge, commitment and an ethical approach, we contribute to a society that is well equipped to meet current and future challenges." As such, ethical and professional aspects are important and overall Umeå University has well developed policies and support structures covering ethical and professional practices.

The following principles: *1. Research freedom, 3. Professional responsibility, 6. Accountability, 8. Dissemination and exploitation of results, 9. Public engagement, 10. Non-discrimination, and 11. Evaluation/appraisal systems* are considered to be fully implemented. Continuous improvement activities are conducted to further strengthen these areas. Several activities have been initiated to further strengthen availability of advice to researchers on a wide spectrum of ethical, data storage and professional issues responding to the needs of different disciplines and various stages of the research process.

The Swedish Higher Education Act states that "in the course of their operations, higher education institutions shall uphold academic credibility and good research practice" (Chapter 1, Section 3a) and Umeå University has the following measures in place:

- Procedures - supporting good research practice and handling suspected deviations
- A new council - The Council for Good Research Practice (Rådet för främjande av god forskningssed, REDA) has been established. The council pursues proactive work to promote good research practice and high-quality research at Umeå University.
- The staff website contains information regarding research, external ethical guidelines, important links, and internal guidelines. The Ethics in research webpage contains information on laws and guidelines concerning ethics in the research process. There is also contact information to authorities with special responsibility for regulations in the field of research ethics.
- The project Quality in Research (Kvalitet i forskning) is working for quality development and quality assurance of research at Umeå University. The purpose of

the university's quality system is to create a clear framework for the work of maintaining and raising the quality of research.

Four principles have been identified where Umeå University is strong in most aspects, but where improvements are needed to implement the principles in line with the aspirations. For *2. Ethical principles*, *4. Professional attitude* and *7. Good practice in research*, the gap analysis stated a need to develop research support. Several activities have been initiated to strengthen availability of advice to researchers on a wide spectrum of ethical, data storage and professional issues responding to the needs of different disciplines and various stages of the research process.

In addition, *4. Professional attitude* and *5. Contractual and legal obligations* were areas where surveys as well as conversations with researchers indicated shortcomings in the awareness of strategies, values and regulations of Umeå University and/or of rights and obligations. In accordance with the actions *A. Research support*, *B. Data management* and *C. Introduction activities and information* relevant information has been translated into English, updated, and published available on the staff website and in some cases also on the external web.

Recruitment and selection

In line with both the university's vision to attract successful staff and the Swedish legislation on appointments within the public sector, we have a set of policies in place that build on open, transparent and merit-based recruitment. The primary basis for this is the [Appointments procedure for teachers at Umeå University](#). Positions are normally advertised both in Swedish and in English. There are procedures where the proposal to advertise a position, the advertisement itself, and the choice of the suggested external experts are subject to scrutiny, which also safeguards that policies are followed. Key performance indicators regarding recruitment are presented in the annual report.

The following principles are considered to be fully implemented: *12. Recruitment*, *16. Judging merit*, *17. Variations in the Chronological order of CVs*, *18. Recognition of mobility experience*, *19. Recognition of qualifications*, *20. Seniority* and *21. Postdoctoral appointments*.

The endorsement of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers is also a commitment for continuous development. In the work with recruitment and selection, career development and career support, special consideration should be taken to gender equality and equal opportunities.

For the two principles with identified smaller gaps, principles *13. Recruitment* and *15. Transparency* a link to career development prospects has been added in advertisements. For principle *14. Selection*, faculty appointment committees receive training following appointment of a new committee but still needs to be further implemented. Access to training for the recruitment of doctoral students and postdoctoral fellows is included in the Research and leadership programme (ReaL) and in introduction and leadership programmes but needs to be offered to wider target groups.

No major changes have occurred in relation to the initial plan except updated timing for the activity (E. Training programmes for recruitment activities). We have also added a new activity: Long-term talent acquisition as we can see the gap is just partially closed.

Working conditions

Vision for Umeå University states; “Successful faculty and staff, and motivated students choose Umeå University because of the creative academic environment, high quality of education and first-class infrastructure we offer. Collective efforts to ensure a sustainable working life create a positive environment and makes the university an attractive employer where good leadership on all levels encourages employees to grow. The university is characterised by an inclusive culture where equality, diversity and equal opportunities are self-evident.”

In working towards this vision, Swedish legislation provides a solid foundation regarding social security. Legislation concerning the work environment (physical as well as social) is extensive. Employees also have a right to their own inventions. Umeå University provides up-to-date facilities and infrastructure for research.

We consider the following seven principles to be fully implemented; *22. Recognition of the profession, 25. Stability and permanence of employment, 26. Funding and salaries, 29. Value of mobility, 31. Intellectual Property Rights, 34. Complaints/appeals, and 35. Participation in decision-making bodies.*

For the following principles, gaps have been identified. Principles *23. Research environment, and 24. Working conditions* are largely fulfilled, with Umeå University providing a generally good research environment and competitive working conditions. The gaps were related to introduction, workload, and support for doctoral students. The identified improvements regarding introduction and information, action *C. Introduction activities and access to information* has partially been completed. Among others, the activity *C.1 Ensuring a substantial content covering the researcher role and research activities in introduction activities* will be extended.

The report on identified causes and suggested measures for high workload and difficulties to recover has been delayed and the project results will be further analysed. Principle *27. Gender balance* contains a gap regarding the share of female professors. Follow-up shows that the situation has improved, however there is an ongoing need for measures. A new activity - *Equal opportunities for qualification and career regardless of gender* is proposed. Regarding principle *32. Co-authorship*, Umeå University has a positive view on research collaborations and hence on co-authorship. Further activities for co-authorship are added to the revised action plan.

Furthermore, principles *28. Career development* and *30. Access to career advice* are still not yet fully implemented. Despite Umeå University having a well-developed career development programme (Research and leadership programme, ReaL), access to career support via internal research funding, et cetera, there are shortcomings in career development support and career advice for R1 but also R2 and R3 researchers, including a need for further support with regards to alternative career paths. Initiatives are ongoing regarding career development activities for doctoral students. Regarding *33. Teaching* – following up whether the time allocated to supervising doctoral students is consistently included as a part of the workload might be a prioritised activity at a later stage. The activity *D.1 under D. Career development* has been extended as it has proven difficult to recruit a person responsible for the project.

In summary, several measures in the action plan are linked to continuing professional development and access to career advice and will continue to be focus areas on the work with HRS4R.

Training and development

Umeå University has a collective agreement providing R2–R4 researchers with at least 20 percent research or professional development time. There are also several opportunities for attending courses, workshops and conferences, often utilising supplementing external funding. The principles 38. *Continuing Professional Development* and 39. *Access to research training and continuous development* are considered fully implemented.

Umeå University has clear policies on the access to supervision and has fully implemented principle 40. *Supervision*. Relating to principles 36. *Relation with supervisor* and 37. *Supervision and managerial duties*, evaluations point to doctoral students experiencing improved relationships with their supervisors and most are satisfied with their studies and with their supervision. However, doctoral students indicated a need for further support and the action I. *Development programme for doctoral students and supervisors* has been completed successfully according to the action plan. The programme is highly appreciated and will continue annually in 2023-2025 with new indicators/targets.

No major changes have occurred in relation to the initial plan except updated timing and new indicators/targets for action I. *Development programme for doctoral students and supervisors*.

Have any of the priorities for the short- and medium term changed?

The overall priorities are the same, in both the short and the medium term.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The coronavirus pandemic has brought many new challenges but also new solutions – increased digitalisation was one way to counteract reduced mobility and to enable employees to work from home. In March 2020, the university switched to remote teaching and most of our employees worked wholly or partly remotely during the pandemic. The activities in the Action plan have been moved forward, just a few have had to be transferred to the next Action plan due to delays.

Some changes to national regulations and decisions have impacted the HR strategy:

A new national collective agreement for postdoctoral positions that allow us to employ postdoctoral fellows for up to three years instead of two.

The Swedish Aliens Act (2005:716, *Utlänningslagen*) with specific requirements for permanent residence permits Lag om ändring i utlänningslagen (2005:716) SFS 2022:1015. The new requirements for obtaining a permanent residence permit mean that you must

- fulfil the requirements for an extension of a temporary residence permit
- have had a temporary residence permit
- be able to support yourself financially through income from employment or self-employment if you are aged 18 or over
- live an orderly life if you are aged 15 or over.
- The Employment Protection Act (*Lagen om anställningsskydd - LAS*) which governs what applies in the event of termination, dismissal, and priority in employments. The change results, among other things, in faster permanent employments. A new form of fixed-term employment means that an employee becomes permanently employed after only twelve months (360 days) with special fixed-term employment instead after two years as before.

A new model for quality-based resource allocation as presented in the Swedish Government's latest research bill. The new model is to replace the present indicator-based model for allocation of part of the direct government funding to universities (block grants). The model is based on the universities themselves defining profile areas, which are then subject to peer review before the Government's budget bill. Profile areas should be of strategic importance to the university and of high research quality. Universities' applications could include both established profile areas and areas under development.

A mission from the Swedish government to higher education institutions to develop their work with open science. This has resulted in a national group for merit assessments within the Association of Swedish Higher Education Institutions (Sveriges universitets- och högskoleförbund – SUHF). The group's mission is, among other things, to

- map out merit assessment in relevant countries
- draw up a proposal for a common framework that considers the specificities of the research subjects, open science, and other relevant aspects.

Are any strategic decisions under way that may influence the action plan?

Strategic decisions under way that may influence the action plan

- Quality in Research (Kvalitet i forskning). A joint system for quality development and quality assurance of research at Umeå University. The purpose of the quality system is to create a clear framework for the work of maintaining and raising the quality of research.

After the current action plan was approved by the EU several internal rules, decisions and policy documents have been revised or adopted that have an impact on the HR strategy and may influence the activities in the action plan

- The University Board approved a strategic initiative to further strengthen research and education during the period 2021–2025. The initiative is intended to support the development of education and research and to strengthen the university's role, nationally and internationally, in accordance with the university's vision.
- A new council - The Council for Good Research Practice (Rådet för främjande av god forskningssed REDA) has been established. The council pursues proactive work to promote good research practice and high-quality research at Umeå University.
- A granted proposal for a study on how research career support can be further developed and in what way it can be organised to ensure that Umeå University offers more complete career support to research and teaching staff.
- A report with proposals and recommendations to improve how the university handles instances of misconduct.
- Coalition for Advancing Research Assessment (CoARA) - The Agreement on Reforming Research Assessment <https://coara.eu/> Umeå University signed the agreement in mid-November 2022.

New and/or revised policy documents

- Internationalisation policy for Umeå University
- Management and leadership policy (in Swedish)
- Policy for professional and career development (in Swedish)
- Rule for conditions for academic management assignments (in Swedish)
- Gender mainstreaming strategy 2022-2025 (in Swedish)
- Procedure – whistleblowing at Umeå University
- Appointments procedure for teachers at Umeå University

- Rule and decision for research data management
- Procedures to support managers when handling victimisation, harassment, or sexual harassment

3. Actions

URL: <https://www.umu.se/en/work-with-us/hr-excellence-in-research/hrs4r-at-umea-university/>

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
<p>A. Research support</p> <p>Strengthening of the research support through the development of Grants Office to a research support office. The office will constitute a ‘one-stop-shop’ for pre-award and post-award support throughout the research process (regarding the stages of environment, idea, planning, application, execution, analysis, publication, archiving), and will develop and provide competence on a variety of research ethical issues.</p>	<p>A.1 Q1 2020 – staffing of functions</p> <p>A.2 Q1–Q4 2020 – Initial implementation of functions</p> <p>A.3 Q3 2020 – further specified plan for support development</p> <p>A.4 continuously</p> <p>A.5 Q2 2024</p>	<p>Research support and collaboration office (Advisory group: the Strategic Council for Research and Doctoral Education)</p>	<p>A.1 Initial functions staffed.</p> <p>A.2. University-wide functions have been implemented.</p> <p>A.3 Plan for further development of research support is available.</p> <p>A.4 Further development of research support in the area of EU funding.</p> <p>A5. Plan for further development of collaboration connected to research funding is decided.</p>
<p>B. Research data management</p> <p>B.1 Ensuring availability of long-term data storage and data sharing at Umeå University according to the recommendations of the</p>	<p>B.1.1 Q2 2020</p> <p>B.1.2 Q4 2020</p> <p>B.1.3 Q4 2025</p> <p>B.1.4 Q4 2025</p>	<p>B.1 University Library</p>	<p>B.1.1 Competence development for present data access unit staff has been conducted.</p> <p>B.1.2 A series of courses to researchers have been provided.</p> <p>B.1.3 Information to researchers (departments) has been disseminated. In the Research Data Management project, Umeå University has an</p>

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
Swedish Research Council for Open Science and the FAIR data principles. Development of competence, courses, and tools to support researchers on research data management and on making their research data FAIR.			ongoing dialogue with its researchers about their needs in research data management and open science. B.1.4 Umeå University has developed services for making research data accessible according to the FAIR data principles and the recommendations of the Swedish Research Council. These services will be continuously developed through the project and Umeå University's membership in the Swedish National Data Service consortium and in the EOSC. This work is reported to the Umeå University Library Board for which activities B.1.3 and B.1.4 are presented.
B.2 Developing central integrated technical solutions for data management in all phases of a research project from data collection, storage, processing, archiving and data sharing. It is of particular importance to support small-scale data sets/projects.	B.2.1 Q4 2020 B.2.2 Q1 2026	B.2 ICT Services and System Development and the Research Data Management project	B.2.1 Project/direction has been decided. B.2.2 Integrated solutions for research data management including storage and archiving are part of the plan for the university's Research Data Management project. Indicator for this is the follow-up report on the project (presented Q1 2026).
C. Introduction activities and access to information C.1 Ensuring a substantial content covering the role of the researcher and research activities in introduction activities.	C.1.1 Q4 2020 C.1.2 Q2 2021 C.1.3 Q1 2021	C.1.1 Human Resources Office C.1.2 Each department/ Each faculty C.1.3 Human Resources Office	C.1.1 Revision of introduction information, checklists, and activities at university-wide level. C.1.2 Revision of introduction information, checklists, and activities at departmental level and (when applicable) at faculty level. C.1.3 Explore and report on alternative media for introduction activities (for instance on-line tools, possibly a national introductory programme for governmental employees).

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
C.2. Increasing participation of Swedish-speaking researchers in introduction activities (by marketing a revised programme).	C2. Q3 2020 and thereafter continuously	C2. Human Resources Office	C.2 Indicator: Researcher participation in introduction activities (number, share of new employees), annually, first follow-up 2020.
C.3 Ensuring availability of documents and currency of information relevant to researchers (in English and in Swedish). Part of information availability is to make it clear when there is information available in Swedish but not in English.	C.3.1 Q4 2020 C.3.2 Q2 2021 C.3.3 Q4 2021	C.3.1 Human Resources Office C.3.2 and C.3.3 Communications Office	C.3.1 Review of access to relevant information and key documents in English and Swedish conducted and reported. C.3.2 Decision on actions to be taken. C.3.3 Actions have been completed.
C.4. Ensuring availability of information on career development prospects for different positions ¹ on the external web.	C.4 Q1 2020	C.4.Human Resources Office/ Communications Office	C.4 Information on career development prospects available on the web (in Swedish and in English).

¹ Doctoral student; Postdoctoral fellow; Research fellow; Assistant professor; Associate professor; Visiting associate professor; Professor; Adjunct professor; Visiting professor; Adjunct lecturer; Lecturer

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
C.5. Ensuring a link to career development information in job advertisements.	C.5 Q3 2020 Q2 2023	C.5 Human Resources Office	C.5 Links to information have been included in advertisements.
C.6. Ensuring substantial content covering the role of the researcher and research activities in a preboarding* and onboarding** programme available to all employees. One part of the programme is especially designed for researchers.	C.6.1 Q3 2023 C.6.2 Q3 2023 C.6.3 Q1 2024	C.6.1 Human Resources Office C.6.2 Human resources director C.6.3 Human Resources Office	C.6.1 Proposal for measures. C.6.2 Decisions on measures. C.6.3 Implemented programme.
C.7 Review of the university's Swedish courses and develop a new programme	C.7 Q2 2024	C.7 Human Resources Office	C.7 Implemented programme.
D. Career development	D.1.1 Q2 2023 D.1.2 Q3 2023 D.1.3 Q3 2023	D.1.1 and D.1.2 Project for career support D.1.3 Vice-Chancellor	D.1.1 Inventory of existing activities. D.1.2 Analysis of inventory. D.1.3 Decision following D. 1.1 and D.1.2.
D.1. Ensuring availability of career development activities and career advice for R1–R3 ² researchers, including advice for non-academic careers and alternative research careers.	D.2 Q4 2020, continuously	D.2 Human Resources Office	D.2 Indicator: Web page containing relevant and up-to-date information.

² EU Research profiles descriptors <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
R4 researchers, suitable to a variety of research careers.			
D.3 Strengthening strategic career development focus for researchers in the annual development review. Also, for researchers not on career positions/typical research career paths.	D.3.1 Q2 2021 D.3.2 Q3 2021 – Q2 2022	D.3.1 Human Resources Office D.3.2 Department/unit level managers	D.3.1 Review of information and guidelines on annual development review (including feedback from department level managers). D.3.2 Implementation.
D.4. Reviewing competence development policy. One focus area in this review should be basic conditions for competence development, analysed in relation to research time. The use of competence development time should also be analysed (in relation to D.3).	D.4 Q4 2020, alternatively Q1–Q2 2021	D.4 Human Resources Office	D.4 Review conducted, actions identified, plan suggested.
E. Training programmes for recruitment activities E.1. Implementing training programs for each faculty appointment committee. Initial training should be held closely following the formation of a new committee.	E.1.1 Q2 2023 E.1.2 Q3–Q4 2023 E.1.3 Q4 2024	E.1 Faculty offices	E.1.1 Training programme decided and designed. E.1.2 Training programme conducted. E.1.3 Follow-up and further development.
E.2. Improving recruitment competence. Target groups: HR staff, managers, and leaders	E.2.1 Q4 2020 E.2.2 2021 (and thereafter annually)	E.2 Human Resources Office (Departments/ units responsible for participation)	E.2.1 Inclusion of recruitment topic in an HR day. E.2.2 Annual programmes announced. E.3 Recruitment training programmes announced.

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
responsible for recruitments and recruitment groups.	E. Q3 2023 (and thereafter continuously)		Indicator: Offered training occasions on recruitment.
<p>F. Gender-balance at professorial level</p> <p>Development, implementation and following up of activities (for 2020–2021) to improve the gender balance at professorial level.</p> <p>(This action is connected to the university's gender mainstreaming work.)</p>	<p>F.1 Q2 2020</p> <p>F.2 2020–2021</p> <p>F.3 Q1 2022</p>	<p>Human Resources Office</p> <p>(Implementation; faculties, departments)</p>	<p>F.1 New activities decided.</p> <p>F.2 Implementation of activities.</p> <p>F.3 Follow-up of new activities conducted.</p> <p>Indicator: trend in the share of female professors at university and faculty level.</p>
<p>G. Workload</p> <p>Identifying causes for self-reported high workload and difficulty with recovery among associate professors and professors.</p> <p>Umeå University regularly conducts employee satisfaction surveys, and in the 2018 survey, issues with high workload and recovery were identified.</p>	<p>G.4 continuously</p> <p>G.5 Q2 2023–2025</p>	<p>Human Resources Office</p> <p>G.4 The Work Environment Committee, faculties, and departments</p> <p>G.5 Responsible for measures: Faculties and departments</p> <p>Responsible for reporting and presenting at the Work</p>	<p>G.1 A tool for systematic work environment management has been developed.</p> <p>G.2 Report on identified causes and suggested measures for high workload and difficulties to recover.</p> <p>G.3 Identification of components in a university-wide management system for systematic work environment. (Indicator: Measurements of how employees perceive their workload will be made in the next employee satisfaction survey, but effects will appear over a longer period).</p> <p>G.4 Discussions on workload in forums for systematic work environment management (systematiskt arbetsmiljöarbete).</p> <p>G.5 Measures based on the outcome of the employee satisfaction survey and the systematic work environment management.</p>

<i>Proposed actions</i>	<i>Timing (quarter / yearly)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
		Environment Committee and for conducting the employee satisfaction survey: Human Resources Office	The faculties annually report follow-up of the systematic work environment management and active measures to the Work Environment Committee. Indicators: Presented report on the university's systematic work environment management and active measures. Measurement of how employees perceive their workload in the employee satisfaction survey.
H. Practices supporting co-authorship Strengthening of practices supporting co-authorship in a national and international context. Researchers should be aware of what co-authorship implies, including an understanding of what merits co-authorship, how to document contributions and how to plan for co-authorship.	H.1 Q1–Q3 2021 H.2 2021–2022 H.3 Q2 2023	H.1 Research committees at departmental/unit level H.2 Discussion at Strategic Council for Research and Doctoral Education (including faculty representatives) H.3 Strategic Council for Research and Doctoral Education	H.1 Discussion of practices regarding co-authorship and inventory of potential guidelines on department/unit level. Report to faculty level. H.2 Comparison across faculties, discussion on the need for potential measures including changes in or development of guidelines and at what level. H.3 Follow-up.
I. Doctoral students and supervisors	I.1 Q2 2020 I.2 Q4 2020 I.3 Q3 2021	Human Resources Office	I.1 Round 2 completed. I.2 Round 2 evaluated. I.3 Round 3 completed.

<i>Proposed actions</i>	<i>Timing (quarter / yearly)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>Development programme for doctoral students and supervisors. The Development programme for doctoral students, including supervisors, continues to be offered and evaluated</p> <p>The aim of the programme is to “contribute to increased knowledge and self-awareness for doctoral students and supervisors in order to strengthen the ability to meet the requirements and tough situations that arise in their roles”.</p>	<p>I.4 Q4 2021</p> <p>I.5 Q4 2024</p> <p>I.6 Q4 2025</p>		<p>I.4 Round 3 evaluated. Long-term indicator: Doctoral students’ rating of stress, experience of supervision, etc. in the biennial survey for doctoral students.</p> <p>I.5 The impact of having participated is measured through a survey, or interview, study. This to measure the effects of participation.</p> <p>I.6 45 doctoral students participated in the programme in 2020–2022.</p>
<p>J. Long-term talent acquisition</p> <p>In Umeå University’s operational plan for 2023–2025, one of the goals related to research quality is to “work more proactively to attract, develop and retain researchers”. A number of focus areas within this goal have been identified, including:</p> <p>- Recruitment, search processes, and attractive conditions</p>	<p>J.1 Q1–Q3 2023</p> <p>J.2 Q4 2023</p>	<p>J.1 Discussions in - working group for Quality of Research - working groups at faculties/ departments/ units - Strategic Council for Research and Doctoral Education</p> <p>J.2 Responsible manager</p>	<p>Indicators:</p> <p>J.1 Discussions on focus areas for talent acquisition; development needs, proposals for measures, strategies, guidelines, resources, and support.</p> <p>J.2 Decision on measures and, if relevant, decisions on budget and financing.</p>

<i>Proposed actions</i>	<i>Timing (quarter / yearly)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>- Proactive and systematic recruitment of guest researchers</p> <p>- Introduction, support and career development</p> <p>- Strategies to retain strong researchers and secure sustainability of research environments</p> <p>The action includes further deliberation on focus areas, formulating concrete measures and implementing them.</p>			
<p>K. Equal opportunities for qualification and career regardless of gender</p> <p>The activity is closely related to the university's gender mainstreaming work. The ongoing work is specified in the policy document Gender Mainstreaming Strategy 2022–2025, FS 1.1-1464-22.</p>	<p>K.1 Q1 2024</p> <p>K.2 Q2 2025</p> <p>K.3 Q3 2026</p>	<p>Follow-up: Human Resources Office and the Strategic Council for Equal Opportunities</p> <p>Implementation: faculties, departments</p>	<p>Target: To create and maintain equal opportunities for qualification and career regardless of gender.</p> <p>Indicators: Trend in the share of female and male professors at university level.</p> <p>Distribution of research funding from a gender equality perspective at departmental level.</p> <p>Follow-up in the annual reports 2023–2025.</p>
<p>L. A Framework for quality assurance and quality enhancement of</p>	<p>L.1 Q2 2023</p> <p>L.2 Q4 2023</p>	<p>Office responsible for preparation and planning of Quality of</p>	<p>Target: A targeted, systematic, and coherent quality enhancement and quality assurance in order to maintain and continuously develop high research quality.</p>

<i>Proposed actions</i>	<i>Timing (quarter / yearly)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>research at Umeå University</p> <p>University policies outlining principles, concrete activities, and allocation of responsibility regarding quality assurance and development of research at Umeå University will be developed, decided, communicated, and implemented. The action is intended to maintain and continuously develop high research quality through targeted, systematic, and coherent efforts in cycles of improvement and systematic learning. The principles and different components in the framework will address many of the principles in the European Charter for Researchers.</p>		<p>Research: Planning Office</p> <p>L.1 Vice-Chancellor</p> <p>L.2 Follow-up of implementation</p>	<p>Indicators:</p> <p>L.1 Adoption of framework/policy by end of Q2 2023.</p> <p>L.2 All components implemented by the end of 2025.</p>
<p>M. Academic citizenship</p> <p>Establish a working group with an assignment to explore academic citizenship, what it means at Umeå University and if it is a concept to elaborate further.</p>	<p>M.1 Q2–Q3 2023</p> <p>M.2 Q3 2023</p> <p>M.3 Q4 2023</p>	<p>M.1 Human resources director</p> <p>M.2 Working group</p> <p>M.3 Strategic Council for Research and</p>	<p>Indicators:</p> <p>M.1 Decision on assignment and participants of the working group.</p> <p>M.2 Exploration of the concept academic citizenship.</p> <p>M.3 Discussion at the Strategic Council for Research and Doctoral Education with subsequent recommendation on how to proceed.</p>

Proposed actions	Timing (quarter / yearly)	Responsible Unit	Indicator(s) / Target(s)
		Doctoral Education	
<p>N. System support for recruitment processes</p> <p>Inventory of what information is requested from the University Management as a basis for analysis, decision-making and aato assess OTM-R processes and how they can be obtained from the digital recruitment system (Varbi).</p>	<p>N.1 Q2 2023</p> <p>N.2 Q3 2023</p> <p>N.3 Q4 2023</p> <p>N.4 Q1–Q2 2024</p>	Human Resources Office and Planning Office	<p>Target: New/extended functionality provides data for decision-making and basis for follow-up.</p> <p>Indicator: Extended functionality in the digital recruitment system and in other support systems.</p> <p>N.1 An inventory of what information is requested from the University Management and for assessing OTM-R processes and how the recruitment system can provide data.</p> <p>N.2 A proposal for system support to obtain the requested data for decision-making and to be able to assess OTM-R processes.</p> <p>N.3 Order of extended system support from system suppliers.</p> <p>N.4 Implementation of new extended functionality of the recruitment system Varbi.</p>
<p>O. Coalition for advancing research assessment (CoARA)</p> <p>As a signatory of the Agreement on Reforming Research Assessment, Umeå University will review or develop criteria, tools and processes in line with the core commitments of the Agreement. This according to an action plan with defined milestones. The university will</p>	<p>O.1 Q1 2023</p> <p>O.2 Q2 2023</p> <p>O.3 Q3 2023</p> <p>O.4 Q4 2023</p> <p>O.5 at least yearly in 2024 and 2025</p>	<p>O.1 =?</p> <p>O.2–5 according to what is decided in O.1 and O.3</p>	<p>O.1 Established structure for coordinating the work on an action plan.</p> <p>O.2 Inventory of processes, units etc. to be included in the review.</p> <p>O.3 Principles and allocation of responsibility for the review and development process established.</p> <p>O.4 Action plan with defined milestones established.</p> <p>O.5 Follow-up and reporting to the Coalition according to milestones.</p>

<i>Proposed actions</i>	<i>Timing (quarter / yearly)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>share how the process has started and regularly demonstrate progress with the Coalition using the following touch points:</p> <ul style="list-style-type: none"> - by the end of 2023 demonstrate that the work has begun and have an established action plan in place. - by the end of 2027 show that we have worked through at least one cycle of review and development of our assessment criteria, tools and processes. 			