

## Process Description

**Case number:** 2018SE341662

**Name Organisation under review:** Karlstad University

**Organisation's contact details:** Universitetsgatan 2, Karlstad, Värmland, 65188

**Date endorsement charter and code:** 28/09/2018

### Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. 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 R4, 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	Steering Committee	Working Group	Management line/Department
Johan Sterte	Vice-Chancellor	X		Executive Management
Thomas Blom	Pro-Vice-Chancellor	X		Executive Management
Margareta Friman	Pro-Vice-Chancellor	X		Executive Management
Anne-Christine Larsson Ljung	University Director	X		Executive Management
Ingrid Ganrot	HR Manager	X		HR Office
Patrik Larsson	Dean	X		Faculty of Arts and Social Sciences
Henrietta Huzell	Pro-Dean	X	X	Faculty of Arts and Social Sciences
Kjell Magnusson	Dean	X	X	Faculty of Health, Science and Technology
Thomas Nilsson	Pro-Dean	X		Faculty of Health, Science and Technology
Jessica Eriksson	Dean	X		Faculty Board of Teacher Education
Nina Thelander	Pro-Dean	X		Faculty Board of Teacher Education
Kata Bergman	HR Strategist		X	HR Office
Éamonn McCallion	Research Advisor		X	External Relations Office
Dan Guttke	Former Planning Manager		X	Planning and Finance Office
Petter Niljung	Communicator		X	Communication Office

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from **R1 to R4**, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

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

Stakeholder group	Consultation format	Contributions
Open invitation to researchers through internal web, inviting the working group for information and discussions as well as to participate at workshops.	Written information on intranet	Exploring the 40 principles of C&C and it's impact on researchers
Management from the Faculty of Art and Social Science	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Management from the Faculty of Health, Science and Technology	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Karlstad Business School	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers

Centre of Climate and Security	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Research group for Culture Studies (KuFo)	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Subject area Computer Science	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Dep of Political, Historical, Religious and Cultural Studies	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
Centre of Regional Studies	Presentation and discussion	Exploring the 40 principles of C&C and it's impact on researchers
2 workshops consisting of 20 researchers in range of R1-R4	Workshop on GAP analysis	Exploring the 40 principles of C&C and it's impact on researchers Deeper discussions and contributions to the GAP Analysis from researchers perspective
Workshop with managers at all levels of Karlstad University	Workshop on GAP analysis	Exploring the 40 principles of C&C and it's impact on researchers Deeper discussions and contributions to the GAP Analysis from management perspective
4 reference groups consisting of 22 researchers in range of R1-R4 covering one main area of the Charter & Code per group	Round table discussions	Exploring the 40 principles of C&C and it's impact on researchers Deeper discussions and contributions to the GAP Analysis

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The HRS4R process was initiated in 2017 by Heads of HR and External Relations and the two Deputy Deans. A decision was made by the Vice-Chancellor, assigning a *Steering Group*, overseeing the process and a *Working Group* to drive and execute the practical steps in the process. The Steering Group initially consisted of members of the management team, including Pro-Vice-Chancellor, two Assistant Vice-Chancellors, Head of Human Resources and the University Director. Members of the Working Group reported back to the Steering Group throughout the process and when significant decisions was expected.

Please describe how the Working Group doing the Gap Analysis was appointed:

The working group was assigned through the Vice-Chancellors to drive and execute the practical steps in the process. The Working Group, headed by a member of the HR Office, initially consisted of members of the Grants and Innovation Office, the Finance and Planning Office, Communication Office, and the two Deputy Deans from each Faculty. Due to staff mobility, the members of Working Group decreased during the process and the task of the Steering group was transferred to the Management Council, consisting of Vice-Chancellor, Pro-Vice-Chancellor, Assistant Vice-Chancellor, Deans, Deputy Deans, University Director, Assistant University Director, Head of Communications, Head of Finance and Planning, Head of Human Resources, Head of Student and Management Services and Chair of the Student union.

KAU has collaborated with other Swedish universities during the process under the auspices of the Swedish Association for Higher Education (SUHF), including a seminar in Brussels in November 2017 with presentations from various units within the European Commission, organised by the SUHF. Members of the Working Group has carried out number of presentations, with discussion fora. During the process, researchers from all levels ranging from R1-R4 as well as administrative and technical staff, have been encouraged to be involved. The Working Group interacted with researchers from levels R1-R4 throughout the University on focus groups on three occasions in May 2018. A workshop with managers of all levels and departments was held in November 2018. A meeting with the union representatives was held in February 2019. Members of the Working Group carried out the GAP Analysis on the basis of comments received and after consultation from the Faculty Research Coordinators, Faculty Officers, Faculty Controllers, Internationalisation Coordinator, University Library, Professional Development Unit, University Lawyer, IT Security Coordinator, External Relations and HR. In March 2019 consultation and discussions on the draft

GAP Analysis was conducted with reference groups, one for each of the four main areas of the C&C, with representation of R1-R4. A proposal of GAP analysis was presented on the intranet and an internal consultation process was held, where any individual researcher as well as the faculties and the central administration were invited to give their opinions.