



## Policy and Action Plan for Skills Supply 2025–2027

### General information

Policy and Action Plan for Skills Supply 2025–2027 is based on Karlstad University's *Vision and strategy 2030*, and the strategic goal "*We have improved our attractiveness to current and future students and offer an attractive workplace*" and the supplementary success factor "*We develop processes for skills supply, student recruitment and successfully completed studies.*"

Strategic skills supply is an integrated and long-term process aimed at ensuring that the right competence is available to achieve the goals of the organisation in the short and long term. It involves creating the right conditions for the University to achieve goals set for research, education, collaboration, internationalisation and sustainability, among other areas. Skills supply encompasses the entire process, from measures to attract, recruit, onboard, retain and train staff, to organisational restructuring and termination of employment. Staff sharing, outsourcing, collaborations with other organisations and joint appointments are other examples of important aspects of skills supply. Karlstad University needs to have well-functioning processes in all of these areas.

### External factors and their impact on skills supply

Karlstad University's skills supply is influenced by a range of external factors, such as political decisions, economic conditions, global crises and the transition to a more sustainable society. Additionally, there is competition for skilled staff, both within the academic sector and in the labour market in general, as well as demographic changes and shifts in demand and requirements for higher education qualifications. Rapid technological development and digitalisation, including AI and robotification, impose further demands on adaptability and the ability to meet future skills needs.

The government bill 2024/25:60 Forskning och innovation för framtid, nyfikenhet och nytta (Research and innovation for the future, curiosity and practical application), outlines the direction for the priorities of the coming years. Collaborations between higher education institutions and increased internationalisation are means to strengthen research. Higher education institutions are also expected to focus on improving career and qualification systems, as well as continuing to invest in associate senior lecturers.

Karlstad University's membership in CoARA (Coalition for Advancing Research Assessment) which may come to affect recruitment processes and qualifications assessment systems. The *HR Excellence in Research Award* from the European Commission can be regarded as a quality mark, confirming that the University meets high standards in recruitment, career development and working conditions for researchers. It entails continued commitments, where the University must ensure compliance with the

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European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers over the coming years. Included in this action plan are measures that will help meet these requirements.

The work environment is described in the University's work environment policy. The staff policy explains what is expected of employees and what they can expect from the University as an employer. A good work environment, attractive terms of employment and professional development opportunities are of importance to all employees at Karlstad University and constitute a central prerequisite for successful skills provision.

### Goals, actions and follow-up

The above-mentioned success factor, *"We develop processes for skills supply, student recruitment and successfully completed studies"*, has been condensed into three goals in this document, each including specific actions.

Departments and units are expected to integrate relevant actions into their operational and skills supply plans, and adapt them to the needs and conditions of the organisation to ensure implementation at all organisational levels.

Annual follow-up of the actions is part of the regular operational follow-up process. Reporting and analysis are conducted using Stratsys, and the HR Office has a supportive and coordinating role in the follow-up work. The results and key observations are compiled and presented to the University's executive management.

The three goals are:

- **Attracting and recruiting**
- **Onboarding, retaining and developing**
- **Restructuring and terminations**

### Attracting and recruiting

**Karlstad University aims to attract and recruit competent and committed employees who contribute to the University's goal attainment and development. By promoting a positive and inclusive workplace culture and clarifying the University's mission in society, we strengthen our ability to attract the right expertise.**

Karlstad University operates in a competitive job market, both nationally and internationally, which emphasises the importance of having a strong employer brand and a good reputation. A well-reputed brand strengthens the University's ability to attract qualified employees and also contributes to creating pride, loyalty and a sense of belonging among existing staff. A positive work environment plays a central role in enhancing the role of our employees as ambassadors for the University. Additionally, an effective and well-structured recruitment process is a key factor in conveying and reinforcing the employer brand and the University's workplace appeal.

## Actions – Attracting and recruiting

### **Bolster efforts to strengthen the University's employer brand and appeal**

For example, through:

- Marketing the employer brand and the University as an attractive workplace
- Clarifying employment terms, professional development opportunities and benefits

### **Enhance target group adaptation in external communication**

For example, through:

- Adapting recruitment strategies to target groups via advertising and social media

### **Further efforts with networking and ambassadors**

For example, through:

- Clarifying how participation in networks and ambassadorship can be used to attract future employees and partners

### **Develop the recruitment process and long-term recruitment efforts**

For example, through:

- Adapting the recruitment process to meet specific needs and situations
- Qualitative processes for reference checks, interviews and personality and performance tests
- Investigating and establishing more ways to find the right skills and expertise in the long term
- Collaborations with other organisations
- Promoting the development of qualifications assessment systems

### **Strengthen the provision of managerial and executive staff**

For example, through:

- Measures to promote provision of managerial and executive staff and making these roles attractive to more people

## Onboarding, retaining and developing

**Karlstad University aims to create a welcoming and supportive environment for new employees. This is enabled through a well-structured onboarding process and clear guidance for new employees, which also creates the foundation for employee satisfaction and long-term commitment.**

**To retain employees and further the organisation, the University prioritises opportunities for continuing professional development and a good work environment. By working strategically and long-term to strengthen the work environment and provide professional development opportunities at both individual and group levels, we create the right conditions for this.**

The onboarding process is key when welcoming a new staff member. Employees who receive a good introduction and understand what is expected of them will learn the job faster. Special emphasis should be placed on creating a well-structured introduction for international employees, who not only need to adapt to a new work environment but also establish themselves in a new city, a new country, and new

social and professional contexts. Needs-based onboarding is crucial for new employees to quickly assume their roles and develop a sense of belonging and commitment. Onboarding also helps ease the transition for existing colleagues and strengthens the work environment as a whole. The onboarding process is long-term and requires continuous follow-up and adaptation to be successful.

The University is a knowledge-based organisation where employees are expected to continuously develop and seek out opportunities for professional development. Continuing professional development is therefore a priority. The University's skills needs change over time, and it is important to keep up with developments. Investing in professional development, both at the individual and group level, increases the chances of retaining important skills and expertise and helps boost both employees' and the organisation's competitiveness.

It is also important to ensure that skills planning and efforts for continuing professional development are conducted from an organisational perspective, and that the efforts implemented at both the individual and group level are in line with the University's overall goals.

## Actions – Onboarding, retaining and developing

### **Continue improving the onboarding process for new employees**

For example, through:

- Digital solutions and clear templates and structures for onboarding
- Adapted support and guidance for international employees

### **Improve systems for career planning for academic staff**

For example, through:

- Clear career paths and qualification systems
- Good and clear structures for career planning and career guidance

### **Investigate conditions for internal mobility for AT staff**

For example, through:

- A positive attitude towards internal mobility
- Investigating how to enable greater internal mobility

### **Advance our expertise in digitalisation to strengthen the University's ability to meet current and future challenges and opportunities**

For example, through:

- Efforts to increase knowledge and use of AI and other digital tools

### **Develop work with forums for exchanging experiences to promote collaboration, learning and development**

For example, through:

- Encouraging and promoting participation in internal and external networks

### **Bolster efforts to strengthen the employees' language skills**

For example, through:

- Language courses
- Clarifying and communicating language proficiency requirements
- Follow-up on language skills

### **Increase the synergy between individual plans for continuing professional development, plans for skills supply, organisational planning, vision and strategy**

For example, through:

- Highlighting the connection to organisational planning and vision in skills supply plans, continuing professional development plans, as well as employee goals and expectations
- Templates and processes that promote synergy

## Restructuring and terminations

**A well-functioning skills supply requires the ability to operationally and strategically handle restructuring and terminations. Karlstad University aims to be proactive and manage restructuring and terminations in a responsible and professional manner. By establishing work methods and knowledge in these areas, we create good prerequisites to succeed. It also ensures that the processes are conducted with respect and in accordance with labour laws. This strengthens the University's ability to remain an attractive and sustainable employer in a changing world.**

Restructuring and terminations are part of the University's long-term strategy for skills supply. By proactively adapting skills and resources to changing conditions, the University can effectively meet current and future challenges and ensure access to relevant expertise.

Restructuring includes the reassignment of staff and professional training to strengthen existing skills or acquire new competencies. Termination includes, among other things, the withdrawal of duties, decisions not to refill positions and redundancies. Such measures may become necessary due to changing economic conditions, project completions, reorganisation or when certain duties are no longer relevant or prioritised for the University. Terminations may also be due to personal reasons related to the employee.

### Actions – Restructuring and terminations

#### **Create methods for making forecasts and disseminate knowledge about these forecasts with a focus on long-term skills supply**

For example, through:

- Highlighting the forecasts that are made today
- Identifying areas where forecasts are needed and lacking
- Implementing information initiatives, such as a page with collected information on the staff website (Inslaget)

#### **Further efforts with restructuring processes**

For example, through:

- Skills supply plans
- Processes, materials, support and courses in restructuring and skills exchange

#### **Enhance processes and knowledge in relation to termination of employment**

For example, through:

- Increasing expertise and processes related to organisational change and redundancy
- Enhancing knowledge on how to handle misconduct and poor performance

#### **Enhance change management skills**

For example, through:

- Knowledge about change processes among managerial and executive staff
- Knowledge of employees' reactions to change