

Operational plan 2024

Department of Organismal Biology (IOB)

This is the IOB operational plan for 2024 (IOB OP24) which strives to achieve the department and faculty goals. At IOB, a working group is appointed each year, together with the department head, to develop the operational plan. For the OP 24, the working group consisted of Fabien Burki, Torsten Gunther, Sophie Sanchez, Farnaz Sourani, and Joëlle Rüegg. The working group has based its work on faculty and department goals, IOB board decisions, and inputs from all staff via a department meeting, from program responsible professors and head of divisions (avdelningsföreståndare), the directors of undergraduate and graduate studies, the working environment and equal opportunities group, and the environment officer (miljöombud). The IOB OP24 specifies focus areas with planned and ongoing activities aiming to reach and maintain the department goals. Appendix 1 specifies these focus areas and concrete activities and action points as a tool for a systematic follow up of the OP.

1. The department's measures in relation to the goals of the Faculty of Science and Technology

1.1 Goals related to research

IOB has one main goal related to research: (IOB 2022/2):

Excellent research and capacity to attract grants

Excellent research implies research of the highest quality and ethics at the cutting edge of the respective research fields. It includes fundamental and challenge-driven research, single-, multi-, and transdisciplinary approaches. It is fostered by providing a supportive and encouraging environment for the individual scientist as well as for scientific interactions within and between programs at IOB, the biology section and other parts of the university, and by active international exchange.

This IOB goal relates to UU goals 2 and 3, and all Teknat goals related to research. Below is a 3 years perspective and description of focus areas in the IOB OP24 related to this goal. Detailed activities and actions regarding each focus area are found in appendix 1.

3 years perspective

In the last few years, IOB had a strong focus on minimising debt at the programs. While IOB has nevertheless been extremely successful in performing excellent research, this has prevented longer term strategic planning on the department level. It is a clear priority for 2024 to develop a 5 year strategic plan that includes measures to

support and develop excellent research at the department and the research programs. Additionally, routines will have to be developed on how the longer term strategies are translated into the OP work and how they are followed up on in a systematic way.

Focus areas for 2024

Focus area: KOF/ÖB24

IOB sees KOF/ÖB24 as an opportunity to delineate strengths, challenges, and future directions not only for the evaluation but also as a basis for continued strategic planning and development for the coming five years. Efforts will be made to make the process collegial and in depth at the department as well as at all the programs, while also being mindful about peoples' time (Activities 1+2).

Focus area: Increased quality of postgraduate education

IOB OP22 and 23 implemented a number of actions aimed to increase the quality of research education – many of which were suggested by the external research education evaluation 2021. For 2024, these quality assurance measures will be maintained and extended (Activity 3), e.g. by continued systematic implementation and follow up on ISPs as well as by developing and implementing a department-wide routine for quality check of the thesis before submission. This has so far been handled differently at the different programs and needs alignment and improvement. IOB will also continue its support of the biology graduate school, an important activity to improve PhD students' scientific and social environment (Activity 5).

Additionally, to address a remaining criticism from the external research education evaluation 2021, namely that there is only one PhD course given at the department, IOB plans to develop a PhD course in grant writing that will be offered on a faculty-wide level (Activity 4).

Finally, a workshop on the UN sustainable development goals (SDGs) will be organized where PhD students will have the opportunity to discuss their research activities in the context of the SDGs and gain awareness on the potential societal impact their research has (Activity 5).

Focus area: Increased research support

Based on the IOB board decision, IOB protokoll 6.2022 §12, most of the departmental resources have been and will be going directly to the programs to reduce their debts. This has hardly left any room for strategic support of IOB's research activities. Additionally, OH and rental costs are still high which leads to a high co-financing demand for grants that do not cover all of these costs. From 2025 onwards, these departmental resources will be available again, which opens up for support of, among others, research activities. There are several ways for such support, e.g. by co-financing of large grants, (co-)financing of PhD students, strategic purchase of instruments, etc. During 2024, IOB will implement a task force (Activity 7) that will work on different scenarios on how departmental resources could be used to better support IOB's research. It will also investigate how to reduce rent and OH costs. The aim is that the taskforce will present a proposal on strategic research support at the department for decision by the board at the end of 2024, and to implement this strategy in 2025.

To increase the quality of our applications for external funding, the department will again organize internal grant writing events for the spring application season. This involves a presentation by the TekNat Research Office to the department giving an overview of funding opportunities, general advice on grant writing and academic careers (this is also relevant for TekNat goal 1.4.3) which will be combined with department specific information on budget and co-funding policies. Researchers applying for grants will be encouraged to participate in peer writing groups to fully harness the potential of receiving feedback from the IOB collegium. Senior members of the IOB collegium will be invited to serve as mentors for individual applications, ideally for applicants from other research programs to emulate the application review through panelists who are not experts in the specific research field (Activity 8). Furthermore, the above-mentioned workshop on the SDGs (Activity 6) will be open for all researchers at IOB, offering an opportunity to discuss research activities in the context of

the SDGs and raise awareness on the potential societal impact. This could open up for targeting applications to a broader range of funding opportunities.

Activities linked to the specific TEKNAT goals:

Goal 1: Our research shall be further developed based on recognized excellence

Activities 1, 2, 7, 8

Goal 2: Broad research initiatives shall be developed proactively

Activities 1, 2, 13

Goal 3: Research funding shall be broadened

Activities 6, 8

Goal 4: Access to advanced research infrastructure shall be ensured

no specific activity planned

Goal 5: We shall adapt research support to current needs

Activities 1, 2, 7, 8, 15, 19

1.2 Goals related to education

IOB has two main goals related to education (IOB 2022/2):

Assurance of high-quality education

High-quality education implies continuous development of teachers and courses to keep a high international standard with regard to profound and relevant knowledge, teaching forms, and demands of students and society. It is fostered by encouraging and rewarding teaching skills and development in general, and at recruitment and promotion occasions in particular.

Strong link between education and research

A strong link between education and research is essential for science-based education and implies that students gain insights into research results, processes, and methodologies. It is fostered by involving scientific staff at all levels in teaching activities, by taking stock of all expertise available at the department, and by ensuring a productive teaching-research balance for all teachers.

These two IOB goals relate to UU goal 1 and Teknat goals related to teaching. Below is a 3 years perspective and description of the focus area in the IOB OP24 related to these goals. Detailed activities and actions are found in appendix 1.

3 years perspective

During 2024, IOB will finalise one teacher recruitment in animal physiology based on teaching needs after retirements. It will also promote one researcher who has received an ERC consolidator grant to a teacher position. This, together with the fact that there will be at least two more retirements within the next three years, requires a thorough analysis of the need for additional recruitment(s) and for adjustments in course distribution and contents to best align teaching and competences at the department. The aim is to have delineated these needs during 2024 and make the required recruitment(s) and adjustments in the following two years.

Focus area for 2024: Increased competence supply planning and teachers support

The strategic planning beyond 2024 requires discussions that involve the director of studies, head of department, and all teaching staff at the department. This will be facilitated in a workshop held when the pending recruitment has been finalised (spring 2024). The following steps (recruitment, adjustment of teaching distribution and content) will be executed by the head of department/board and the respective teachers with support from the director of studies (Activity 9).

For the yearly distribution of teaching, a routine has been implemented in 2023. In 2024, the routine will be evaluated and changes implemented, if needed (Activity 10). Additionally, several measures will be implemented to increase quality and transparency on how teaching activities and hours are distributed (Activity 11).

Furthermore, IOB will increase the support for individual development of its teaching staff. In 2023, an introductory course for PhD students into teaching at IOB was given by the GUS and FUS for the first time. The course received a very good evaluation and will be held again in 2024 (Activity 12). Furthermore, an additional study director will be recruited who will be responsible for supporting IOB teachers in their pedagogic development (Activity 12).

Activities linked to the specific TEKNAT goals:

Goal 1: Our education shall be further developed based on recognised excellence and demand

Activity 9

Goal 2: Our education shall be linked to research

Activities 9, 10, 11

Goal 3: Our education shall be linked to working life

Several advanced courses at IOB include study visits to relevant actors and/or guest teachers from relevant actors. There is no specific additional activity planned for 2024.

Goal 4: We shall ensure pedagogical development

Activity 12

Goal 5: We shall offer lifelong learning

Several IOB teachers are involved in lifelong learning courses. There is no specific additional activity planned for 2024.

1.3 Goals related to cooperation and collaboration

IOB has two main goals related to cooperation and collaboration (IOB 2022/2):

High external visibility of IOB activities

High external visibility, both within the scientific communities and for communities outside of academia, increases the impact of the department's research. It is fostered by encouraging communication and dissemination of scientific results and other activities, and by providing professional support and appropriate communication channels.

Facilitate societal interaction and outreach

Societal interaction and outreach are an important part of academic work, and include communication, dissemination, and exchange with the surrounding society (agencies, authorities, schools, industry, and the general public) as well as application of research results. It is fostered by supporting, encouraging and

highlighting societal interaction/outreach activities and by involving alumni/ae in different department activities.

These two IOB goals relate to UU goal 6 and Teknat goals related to cooperation and collaboration. Below is a 3 years perspective and description of the focus area in the IOB OP24 related to these goals. Detailed activities and actions are found in appendix 1.

3 years perspective

Many researchers and teachers at IOB are very active in outreach and collaborations both to the scientific community and to other parts of society. This is mostly done on an individual researcher/research group level. IOB has not systematically addressed whether it should take a larger role in these activities. In the coming years, a communication plan will be developed to delineate which content is meaningful to promote in which channels on the department level vs individual, research group and program level, and how these channels can be linked to make outreach activities more impactful. This will also include an analysis of how cooperation, societal interactions and outreach can be encouraged and highlighted to a larger extent, and who will take which responsibilities in this.

Focus area for 2024: Increased collaboration and good external visibility

While all research groups at IOB have very good collaborative networks with researchers from other universities and external stakeholders, there is a potential to increase collaborative activities within the department and the faculty. The ambition is to delineate potential areas of collaborations across the department in the context of the KOF/ÖB24 process (Activities 1+2). It is expected that this will be the starting point for more in depth discussion on interactions and potential common projects, which might lead to applications in the subsequent years. Additionally, several IOB teachers have become involved in two of Teknat's areas of strengths (Biodiversity and Evolution in a Changing World and Molecular Life Sciences and Health Technology), and the aim is to encourage and align these efforts to involve the relevant researchers and teachers into these activities (Activity 13).

Regarding outreach, IOB will focus on a successful migration of the webpage to SiteVision in 2024 (Activity 14).

Activities linked to the specific TEKNAT goals:

Goal 1: Our cooperation internally and with other higher education institutions shall be developed

Activity 13

Goal 2: Our collaboration with external actors shall be developed

A number of IOB staff are engaging with external actors (agencies, schools, general public). There is no specific additional activity planned for 2024.

Goal 3: Guidelines on collaboration qualification assessment shall be developed

no specific activity planned

1.4 Goals related to the faculty as a workplace

IOB has two main goals related to education (IOB 2022/2):

Good working environment with equal opportunities

A good and safe physical as well as the organisational and social working environment is important for performance and development in research, education, and support activities, and should provide equal

opportunities for all staff. It is fostered by good leadership and employeeship, open and efficient information and communication as well as transparent and inclusive decision making.

Good support functions for all employees

Good support functions to ensure high performance of all employees in the duties they are employed for. Support needs vary between different staff categories and include support for career planning, personal development, grant writing and administration, teaching development, etc. The department's support functions should be complementary to functions provided at other organisational levels.

These goals relate to the UU strategic priorities and Teknat goals related to workplace and internationalization. Below is a 3 years perspective and description of the focus areas in the IOB OP24 related to these goals. Detailed activities and actions are found in appendix 1.

3 years perspective

Generally, IOB has a good working environment and well-working support functions. Some challenges are: to reach out to each staff member with timely and relevant information, to increase interactions (socially and for sharing equipment, common spaces, etc.) between programs located in different houses, the high turnover of administrative staff, and the use of localities and rental costs. Next year, IOB will focus mainly on increasing information and transparency as well as interactions. In the longer run, campus-wide coordination of locality use, equipment and activities will be analysed and planned for the future. Additionally, the head of department will lobby for a lower rent for house 20.

Focus areas for 2024

Focus area: Efficient and sustainable use of space and infrastructure

Due to the fact that IOB is spread out over several buildings, interactions between programs and common use of equipment and space do not come naturally. During 2024, the aim is to get a better overview on which equipment and spaces could be shared, and also to identify common needs (Activity 15). This will be coordinated with IEG, when relevant. Additionally, an assessment of the environmental impact of equipment and equipment use will be performed and measures taken to reduce the impact (Activity 16).

Focus area: Good social working environment and career opportunities

For 2024, a new OSA (organisatoriska och sociala arbetsmiljön) investigation will be performed to pick up potential issues in the working environment (Activity 17). Scientific and social activities will be increased (Activity 18) and a number of measures will be maintained and implemented to ensure transparency, information and equal opportunities (Activity 19). This includes better templates for employee dialogues to ensure discussions on career planning between managers and employees, as well as for employee introduction. A specific focus will be put on the working environment of technical and administrative staff and the interaction between research/teaching and administrative personnel (Activity 21).

Activities linked to the specific TEKNAT goals:

Goal 1: A good working environment with equal opportunities shall be offered

Activities 15, 17, 18, 19, 21

Goal 2: Recruitment shall target prominent research and teaching staff

Activities 1, 2, 9

Goal 3: Good career opportunities shall be available for our research and teaching staff

Activities 3, 4, 7, 8, 9, 19

1.5 Goals related to internationalization

While IOB does not have goals related specifically to this goal at TEKNAT level, it is an extremely international workplace with research collaborations, staff and students from all over the world. English is used for all department information and during all meetings and in all working groups except the department board. IOB also encourages employees to learn Swedish and Swedish courses are offered free of charge.

Activities linked to the specific TEKNAT goals:

Goal 1: The forms of internationalization shall be further developed

No specific action for IOB this year

Goal 2: Conditions for international employees and students shall be improved

IOB is an international workplace with a good working environment for everyone. This will be maintained but there is no specific additional activity planned for 2024.

Goal 3: Language barriers shall be reduced

Within Activity 19, the officer for equal opportunities will assess IOB's options for Swedish language courses tailored for individual needs of faculty and researchers to increase their opportunities for advancing in their career and expanding their teaching.

1.6 Goals related to the faculty in the world

IOB has no specific goals set and activities planned towards this goal in 2024.

1.7 Goals related to the future and continuous development

IOB has no specific goals towards this goal. However, it is inherent to many of its activities to promote the department's development. In 2024, this will be done in particular in the context of KOF/ÖB24 and the planning of teachers competence supply.

Activities linked to the specific TEKNAT goals:

Goal 1: We shall have a current analysis of the surrounding world

Activities 1, 2, 6

Goal 2: We shall regularly reassess our activities

1, 2, 3, 4, 7, 9, 10, 11, 13, 15, 16

2. The department's other goals or strategies

IOB has no other goals or strategies.

3. The department's competence supply

3.1 Competence supply plan

1) Mapping of:

a) Main strengths

IOB hosts strong research groups that attract prestigious funding mainly for fundamental but also some challenge driven research. This creates a thriving and productive research environment. The department also hosts skilled and motivated teachers and dedicated technical and administrative staff. The atmosphere is collegial and not competitive, and the staff is generally satisfied with the working environment.

b) Main challenges

Given that IOB is very “research heavy” it attracts prestigious grants that need co-financing due to the high rental and overhead (OH) costs. This also results in the challenge to keep the balance between activities and expertises needed for teaching and those required for research.

Another challenge is the decreasing number of PhD students due to the fact that it is increasingly necessary to use external funding to finance PhD students. This leads to understaffing in courses where PhD students play an essential role as technical assistants in laboratory and field activities.

Finally, it is a challenge to recruit, and in particular to keep, qualified administrative staff.

2) Analysis of:

a) Areas of development

IOB has developed several tools for long term planning of teaching needs and financial developments. Routines and fora are and will be implemented to use these tools for a strategic competence supply plan at the program and department level. Thorough analyses and discussions as well as the development of such a plan are planned for 2024.

For individual development, certain activities have been implemented (e.g. career development-related questions in employee dialogue, introduction course into teaching for PhD students), however, some of them need further improvement and more systematic use. Additionally, instruction to managers should become clearer on how to support their staff in career planning and development.

3) Strategy for long-term competence supply

a) Career paths and skills development

The aim for 2024 is to more systematically discuss and plan career paths and skills needed for individual development. Templates for career plans and additions to the employee dialogue and introduction discussion will be made to guide PAPs/AFs and managers on career planning discussions with their staff. Additionally, another study director will be assigned who will focus on pedagogical development of teaching staff. One particular focus will be to implement Swedish courses tailored for the needs of teachers to enable them to teach in Swedish and take on institutional duties that require proficiency in Swedish.

b) Important priorities

IOB needs a strategic plan where competence needs with regards to teaching, research and administration are outlined for the coming 5 years. This will be the basis for planning coming recruitments and career development measures (e.g. promotions). Developing such a strategic plan is one of the main priorities in 2024. The work performed in relation to KOF/ÖB24 will be the first step. Further, a workshop with all teaching staff is planned in spring 2024 to discuss the long term teaching planning established by the study director and delineate needs for future recruitments. A third input to the strategic plan will be the results of the work by the research support taskforce that will be concluded in autumn 2024.

4) Planned actions

a) Action plan based on the answers in points 1-3

The following focus areas and activities (and actions therein) listed in appendix 1 feed into the competence supply plan:

- KOF/ÖB24 (input to strategic plan);

- Increased quality of postgraduate education, in particular activity 4: “Develop new PhD course in grant writing”;
- Increased research support, in particular activity 7: “Develop a strategy for financial support of IOBs research”;
- Increased competence supply planning and teachers support, in particular activity 9: “Delineate recruitment and course adjustment needs”, and activity 12: “Support for individual teachers and course development”;
- Good social working environment and career options, in particular activity 20 “Ensure good career planning and equal opportunities”

b) Any need for support from the university level

One of the largest challenges for IOB is the co-funding issue for prestigious grants due to high OH and rental costs. The university support for such grants is appreciated and we would like to see the continuation or even an increase of this support at the university level, and additional support from the faculty. At the same time, efforts should be made to decrease OH and rental costs. For IOB, it is of particular urgency that rental costs of EBC house 20 will become lower and to implement a real “enhetshyra” where the higher costs for house 20 are shared across the whole Lagerträd campus (analogous to how rental costs are shared at Ångström campus). These measures are important for attracting and retaining excellent researchers and teachers. IOB also appreciates the efforts made at the faculty level to improve tools and templates for recruitments. Another challenge is the frequently understaffed administration. With the number of administrative staff that is reasonable for the department’s size, it is difficult to keep up all the work when staff is on longer leave. IOB would appreciate it if the central pools for HR and financial staff could be increased/implemented so that staff is available for supporting the administration during short-term (1-3 months) shortages.

Activity plan IOB OP 2024

Abbreviations:

HoD – head of department, prefekt

PAP – programansvarig professor, program-responsible professor

AF – avdelingsföreståndare, head of program

FUS – studierektor för forskarutbildning, director of graduate studies

GUS – studierektor för grundutbildning, director of undergraduate studies

Activity	Planned action	Executed by/responsible for	Comment/follow-up	Status <i>Done In progress Not on- Started</i>		
Focus area: KOF/ÖB24						
1 Clear and timely information on process and expectations	Frequent information and discussion at the board, “ledningsgrupps-“ and department meetings	HoD				
	Frequent information and discussions at program meetings	PAPs				
2 Ensure collegial, transparent and efficient evaluation process	Workshops at department and program level to define priority areas and discuss specific points in the evaluation	HoD/PAPs/AFs				
	Discuss the progress on the program and the department level regularly (at least once a month) and exchange approaches and experiences on how to engage the whole program/department in the process	HoD/PAPs				
	Regular meetings or other forms of interaction on the program level to discuss input to the evaluation form	PAPs/AF				
	Support for programs during the writing process	Admin				
Focus area: Increased quality of postgraduate education						

Appendix 1 – IOB OP24

Activity	Planned action	Executed by/responsible for	Comment/follow-up	Status		
				<i>Done</i>	<i>In progress</i>	<i>Not on-Started</i>
3 Implementation and adherence to routines ensuring quality of postgraduate education	Clarify and concretise education goals in ISPs of new PhD students and check if they are concrete enough in existing ones	FUS/FUAP/supervisors /PhD students				
	Yearly ISP check-points	FUS/FUAP/supervisors /PhD students				
	Develop and implement a routine for quality check of thesis before submission	FUS/FUAPs				
4 Develop new PhD course in grant writing	Identify course responsible(s)	HoD/PAPs	During spring 2024			
	Apply for a grant to a faculty-common postgraduate level courses	Course responsible(s)	September 2024			
	Develop course content and plan first run for 2025	Course responsible(s)				
5 Continued support for biology graduate school	Support graduate school with resources (financial and PhD student time)	HoD				
	Encourage students to participate in graduate school at introduction, ISP revisions and other occasions	FUS/FUAP/supervisors /HoD				
	Investigate if some activities involving PhD students at department level can be moved to the section level	FUS/HoD				
6 Increase awareness on the UN SDGs	Organise workshop on UN SDGs	FUS/PhD representatives				
	Follow up on the usefulness/impact of the workshop	FUS				

Focus area: Increased research support

7 Develop a strategy for financial support of IOBs research	Implement a task force, define the scope and time frame	HoD/IOB board				
	Develop strategy for decision by the board	taskforce				
	Support task force with numbers and calculations	Financial admin				

Appendix 1 – IOB OP24

Activity	Planned action	Executed by/responsible for	Comment/follow-up	Status		
				<i>Done</i>	<i>In progress</i>	<i>Not on-Started</i>
8 Support for research applications (possibly together with IEG)	Information meeting with faculty research support	HoD				
	Peer review workshop	Torsten Günther				
	Mentor review	Torsten Günther				
Focus area: Increased competence supply planning and teachers support						
9 Delineate recruitment and course adjustment needs	Workshop with all teaching staff	GUS/HoD				
	Initiate recruitment if needed	HoD				
	Support course adjustments if needed	GUS				
10 Evaluate and adjust staffing routine implemented in 2023	Evaluation of routine based on experiences of PAPs/AFs, GUS, course leaders, teachers, AC	HoD/AC				
	Discuss and implement improvements	HoD/IOB board				
11 Increase transparency and clarity on how teaching is distributed and accounted for	Present and discuss the process at introduction for new employees and department meeting	GUS/HoD				
	Develop a course leader manual	GUS				
	Compile a list of PhD students' expertise and courses where TAs are needed. Make available for course leaders and PhD students. Possibly together with IEG.	GUS				
	Adjust routines at the programs if needed	PAPs/AFs				
12 Support for individual teachers and course development	Appoint a third study director who focuses on pedagogical development	HoD				
	Give introduction to teaching courses for PhD students	FUS/GUS				
Focus area: Increased collaboration and good external visibility						
13 Increased collaborations	Identify new interaction/collaboration possibilities within IOB in the context of ÖB24 and beyond	HoD/teachers/researchers				

Appendix 1 – IOB OP24

Activity	Planned action	Executed by/responsible for	Comment/follow-up	Status			
				<i>Done</i>	<i>In progress</i>	<i>Not on-</i>	<i>Started</i>
	Involve in faculties areas of strengths if possible	relevant teachers/researchers					
14 External visibility	Make an accessible and informative new homepage for IOB	communicator/web page responsables at programs					

Focus area: Efficient and sustainable use of space and infrastructure

15 Investigate increased sharing of lab space and equipment	Program tours	PAPs/AFs					
	Re-activate infrastructure group	HoD					
	See to that room use/instrument inventory is updated	HoD					
16 Environmental impact assessment of old equipment and equipment usage	Impact assessment	Miljöombud					
	Estimate financial costs and benefits for exchanging old equipment	Miljöombud					
	Develop campaign to raise awareness how to minimise energy use and environmental impacts	Miljöombud					

Focus area: Good social working environment and career options

17 Survey on staffs' psychosocial health (OSA)	Make improvements to the last OSA	Working environment group					
	Carry out and evaluate the survey	Working environment group					
	Disseminate and discuss results and measures	HoD/PAPs/AFs					
18 Social events	Implement/re-activate "festkommittén"	HoD					
	Department day	HoD/festkommitté					
	1-2 (ad hoc) social events per semester	HoD/festkommitté					
	Invite the other programs to program events if feasible	PAPs/AFs/local organisers					
	Make information on department/program-paid commissions	HoD					

Appendix 1 – IOB OP24

Activity	Planned action	Executed by/responsible for	Comment/follow-up	Status		
				<i>Done</i>	<i>In progress</i>	<i>Not on-Started</i>
19 Ensure frequent information and transparency	(uppdrag) and their rational and nomination routine accessible on intranet					
	Inform on responsibilities at admin when changes occur and make information accessible on intranet	AC				
	Monthly department meetings for information exchange	HoD				
	Monthly newsletter and updated information screens	communicator				
	Improved templates for employee dialogues, salary dialogues, and introduction for new employees	Working environment group/HoD				
20 Ensure good career planning and equal opportunities	Develop career plans for researchers and teachers and build career planning into introduction for new employees and employee dialogues	Working environment group/HoD/AF, PAP/research group leaders				
	Workshop/seminar on employees' rights and duties.	Working environment group/HoD/equal opportunity officer with help of central HR and Unions				
	Apply for funding for a seminar series on equal opportunity-related issues	equal opportunity officer				
	Investigate options/needs for tailored Swedish language courses and implement courses	equal opportunity officer/HoD				
21 Ensure good interaction between administrative and research/teaching staff	Regular meetings HoD-administration	HoD/AC				
	Investigate option of moving administration closer to programs	HoD/AC				