

TEMPLATE 4: ACTION PLAN

Case number: 2019SE440593

Name Organisation under review: KTH Royal Institute of Technology

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1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2 620 ¹
Of whom are international (i.e. foreign nationality)	1 074 ²
Of whom are externally funded (i.e. for whom the organisation is host organisation)	674
Of whom are women	648
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1 299 ³
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	420 ⁴
Of whom are stage R1 = in most organisations corresponding with doctoral level	936 ⁵
Total number of students (if relevant)	12 612
Total number of staff (including management, administrative, teaching and research staff)	3 628
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	516 700 000 Euro
Annual organisational direct government funding (designated for research)	114 000 000 Euro
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	105 900 000 Euro
Annual funding from private, non-government sources, designated for research	61 800 000 Euro
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>KTH Royal Institute of Technology in Stockholm is one of Europe's leading technical and engineering universities and Sweden's largest technical research and learning institution. The organisation embraces five schools and a central management.</p> <p>KTH include academia and the public and private sectors working together, producing world leading, high impact research in all branches of engineering. We are part of extensive international research collaborations and participate in a large number of global academic educational exchange or joint programs. We develop sustainable solutions within areas such as; climate change, future energy supply, urbanization and quality of life for the rapidly-growing elderly population.</p>	

¹ Does not include PhD students that are not employed.

² This statistical data is not available, though we know that the total percentage of teachers and researchers with foreign nationality amounts to 41%. Thus, an estimation is approximately $0,41 \times 2620 = 1074,2$.

³ Includes professor, visiting professor, adjunct professor, researcher and associate professor.

⁴ Includes Postdoctors and Research Engineers.

⁵ Includes only PhD students with employment.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
<p>1. Ethical and professional aspects</p>	<p>free text maximum 500 words</p> <p>KTH is a university with cooperation with many external parts, both national and international, as well as cross-disciplinary areas and have therefore established strategical guidelines and systems for assuring quality in all aspects of the organisation. A strong academic culture, a high level of ethical awareness, high standards of professional performance, strong records of equality work and fruitful external collaborations with strong impact are all distinctive characteristics and strengths of KTH.</p> <p>The KTH Quality Assurance System consists of two main coherent parts; one is the annual on-going monitoring and the other is the six-year cycle of periodic review. During the next strategic renewal 2020-2021 of the Quality Assurance System, an internal evaluation will be done and further efficient systems and methods will be developed to uphold continuous quality assurance throughout the organisation. According to the outcome of the gap analysis, KTH stands strong within all the areas <i>research freedom, ethical principles, professional responsibility, professional attitude, contractual and legal obligations, accountability, good research in practise, dissemination, exploitation of results, public engagement, non - discrimination and evaluation/appraisal systems</i>, where EU C&C principles are regarded as fully implemented.</p> <p>Nevertheless, in line with strategic efforts to proactively and continuously assure a high level of standard of these values throughout the entire organisation, initiatives have been taken, described in action plan no 1, 2, 4, 5 and 6, for improvements.</p>
<p>2. Recruitment and selection</p>	<p>free text maximum 500 words</p> <p>An overall aim for KTH is to assure a strong position and therefore attract the most qualified academic staff from all over the world. Likewise, to provide an outstanding research environment, good career opportunities and a skilled and efficient administration to support the organisation, being an attractive employer. Therefore, recruitment procedures are thoroughly elaborated to assure high quality standards in all aspects of recruiting. The aspects of keeping the recruitment process open, transparent and merit-based, and with anti-discriminative objectivity is incorporated in all internal regulations. Recruitment teams are trained to keep recruitments on a high qualitative level and with optimal outcome for all parts.</p> <p>Vacancies are advertised internationally in relevant languages.</p> <p>A manageable web-tool is used to provide efficiency in the recruitment process for both applicants and the recruiting part.</p> <p>According to gap analysis, the EU C&C principles expressed in the section of Recruitment and Selection, the areas of <i>selection, transparency, judging merit, variations in the chronological order, recognition of mobility experience, recognition of qualifications and seniority</i>, are regarded as <i>fully implemented</i>.</p> <p>Whereas the areas of <i>recruitment and postdoctoral appointments</i> are <i>almost but not fully implemented</i>, due to translations into English of three documents (gap no 12, 13 and 21) but not regarding fulfilment of content of the principles.</p> <p>Development areas concern how to secure the compliance of central guidelines throughout the entire organisation and monitoring improvements on local levels. The initiatives of creating fora for discussions, such as School Assemblies, Future</p>

	<p>faculties, KTH Kollegialt forum and Erfa-groups, are initiatives taken to facilitate communication at all levels, and expressed in action plan no 5, 6, 7 and gap analysis no 12.</p>
<p>3. Working conditions</p>	<p>free text maximum 500 words</p> <p>According to the Gap analysis, KTH has fully implemented EU C&C principles within all the areas of <i>recognition of the profession, research environment, working conditions, stability and permanence of employment, funding and salaries, gender balance, career development, value of mobility, access to career advice, intellectual property rights, co-authorship, training, complains/appeals and participation in decision-making bodies.</i></p> <p>Many of these principles are regulated by Swedish law. In addition to the law and strengthened by collective agreements both on national and local level, KTH stands strong within the area of working conditions. These circumstances together with a long and strong academic tradition, internationally established research and a high level of integration with society have contributed to the development of excellent working conditions.</p> <p>However, keeping high level standards is, in some aspects, a perpetual endeavor that needs to be adjusted constantly with actuality and time. The area of <i>gender balance</i> is one such aspect.</p> <p>Even though KTH has fully implemented the principles of EU C&C in this area, and have worked with success within both research and compliance of regulations, with the ambition to even exceed what is prescribed by Swedish law, KTH has taken the initiative of establishing Future faculties with the purpose to ensure that a gender-balanced policy is implemented and continuously applied. Se action no 5.</p> <p>Another such area is <i>career development</i>. KTH has fully implemented the principles of EU C&C within these areas and offers a range of career lifting activities to promote researchers at all levels.</p> <p>Nevertheless, an awareness exists for potential improvements, primarily regarding increased visibility and clarity among existing activities on the web. Discussions are currently being held on how to improve this and help the researchers to navigate among available services and facilitate planning of his/her career. See gap analysis no 28 and 30.</p>
<p>4. Training and development</p>	<p>free text maximum 500 words</p> <p>According to the Gap analysis, KTH has fully implemented EU C&C principles within all the areas of <i>relation with supervisors, supervision and managerial duties, continuing professional development, access to research training and continuous development and supervision.</i></p> <p>A characteristic strength within KTH is the general awareness of the importance of offering an environment that allows initiatives and opportunities for individual growth. This is an overall trait supporting a strong internal culture of consent to curiosity, creativeness and of learning. It can be noticed i e in the approach to innovative ideas (as referred to in §31 under section 3 working conditions. Section 3 and section 4 are closely connected).</p> <p>Nevertheless, as mentioned in section 3, keeping a level of high standard quality always demands a perpetual endeavor to improve and adjust according to actual needs. It is a living and constant ambition for KTH to look after and take care of the desire to learn and develop.</p> <p>Consequently, KTH has a number of career lifting activities, options of training and a number of courses offered to all employees. They constantly develop and adapt to the internal needs and different circumstances.</p>

	<p>However, what can be improved, is to create a more distinct and gathered visibility of existing career developing activities on the web site. It can be difficult for the researchers to find all the options since they are organised of many initiators coming from all different directions. Ongoing discussions are being held in order to create a better overview of the opportunities for individual development (gap analysis §28).</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website. Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.kth.se/om/work-at-kth/eucc-1.921210>

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

Proposed ACTIONS <i>Free text -100 words max</i>	GAP Principle(s) <i>Retrieved from the GAP Analysis</i>	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/ target(s)
<p>1.</p> <p>A) Development of documents to actuality and translation to English:</p> <p>Recruitment at KTH</p> <p>B) Increase the level of activity in HR networks for improved recruitment efficiency and exchange of experiences</p>	<p>§ 12</p> <p>§ 12</p>	Q4 2020	HR Unit of Recruitment, Head of unit Maria Salling	<p>Target: Revised regulations to actuality, communicated and translated into English and published on the University's website</p> <p>Indicator: Translations effectuated at latest Q3 2021</p> <p>By Q3 2021 having established regular scheduled meetings 4 times/year.</p>
<p>2.</p> <p>Establish an Ethical Committee</p> <p>An Ethical Committee will be instituted with purpose to discuss and try errands/matters that eventually are not embraced within the ordinary regulations or that by any circumstances are regarded of importance for further discussions out of an ethical aspect.</p> <p>The Ethical Committee will be organised within the Faculty Council, which has an advisory role to the President. The Committee is reporting to the Faculty Council which takes decisions.</p>	§2	Q3 2020	<p>Vice Dean of Faculty Sofia Ritzén</p> <p>Vice Dean of faculty will be leading the committee that will consist of three members (two teachers and one student representative, preferably a PHD student) + two members from the committee handling suspicion of deviation from good practice in research, one management lawyer and one officer from RSO (Research Support Office focusing ethical issues).</p>	<p>Targets: Create a forum for discussing ethical principles and thereby strengthen focus on ethical values in a stage where KTH develops further international contacts.</p> <p>Indicators: By Q2 2021 having established a schedule of regular meetings 4 times/year.</p> <p>First meeting at latest by Q3 2021</p>

<p>3. Establish a Council for international cooperation</p> <p>According to the strategic plan, and to supplement the Ethical committee, KTH has instituted a council with focus on ethical matters connected to international cooperation.</p> <p>The council was instituted during Q3 2019 but needs to be more open with its activities and be more visible on the website regarding forms of its activity and taken actions.</p>	§2	Q3-Q4 2020	<p>International Relations Office, University Administration</p> <p>The council is led by Vice President for global relations Stefan Östlund and consists of head of schools and a representative for the central administration.</p>	<p>Targets: Establish a more visible forum for discussing issues related to international co-operations, specifically regarding international values, ethics, human rights and safety.</p> <p>For increased visibility, provide information of the work of the council on the web.</p> <p>Indicators: Clear and distinct information on the activities of the council published on the website. At latest Q4 2020. Minimum 6 meetings/year.</p>
<p>4. Launch Revised guidelines for scientific publishing, verified by presidential decision</p>	§§8 + 32	Q2 2020	Vice Dean of Faculty Sofia Ritzén	<p>Targets: Launched and communicated guidelines, translated to English and published on website.</p> <p>Indicators: Published and communicated at latest by Q1 2021.</p>
<p>5. Future faculties – focus on gender balanced recruitment</p> <p>In order to secure that a gender- balanced policy is implemented throughout the entire organization, and in order to secure its continuity, future faculties at each school/major unit will work both proactively and reactively according to</p>	§§ 10 + 27	Continuous	<p>Dean of Faculty, Anders Forsgren and Vice President for Gender Equality and Values, Anna Wahl, provide organizational strategy and lead together the implementation with Heads of Schools and Vice Heads of Schools.</p> <p>Staff development and Equality office provide training.</p>	<p>Targets: To achieve a balanced gender distribution among faculties at the schools and to secure the implementation of a gender-balanced policy at all levels of the organisation.</p> <p>Indicators: The gender ratio of newly recruited</p>

<p>the legislation and the organizational regulations.</p>			<p>KTH is following the governmental directives, issued to all universities and governmental authorities in Sweden, to work towards equality and gender mainstreaming with purpose to achieve the national equality goals.</p>	<p>faculty should remain between 40 and 60 percent.</p> <p>The recruitment committees at KTH are formed by researchers from R2-R4. There are also representatives from researchers R1. There is one committee for each of the five schools.</p> <p>All members of KTHs recruitment committees shall receive training, incl gender mainstreaming components.</p>
<p>6. Launch and establish School Faculty Assemblies – create a forum for discussion at each of the five schools that constitute the major units at KTH and increase the activity within this fora.</p> <p>The School Faculty Assemblies represent each school and has the overall responsibility for collegial dialogue. They are led by elected members R3-R4, and are open and regular meetings to all R1-R4, incl administrative staff. The School Faculty Assemblies agenda and memos are therefore sent out to all of the schools colleagues and meeting times are posted on the school's web.</p> <p>The schools Doctoral Student Council and a representative from the PHD Student Chapter are also summoned to the meetings.</p>	<p>§35</p>	<p>Q4 2020</p>	<p>Faculty Council, Dean of Faculty Anders Forsgren and Vice Dean of Faculty Sofia Ritzén in particular, are responsible for launching the assemblies.</p>	<p>Targets: Launch the forum with elected representatives for a period of two years.</p> <p>Increase the level of opportunities for teachers and researchers to discuss collegial matters of relevance. Meetings twice every six months.</p> <p>Indicators: Functioning meetings of high attendance at latest by Q4 2020.</p> <p>Each of the five School Faculty Assemblies have been established during 2020. They meet at least twice a semester. Each School Faculty Assembly has elected members from R2-R4, approximately 10-15 per school. In addition, there is a representative from</p>

				R1 in each assembly. Finally, the meetings are open for a majority of researchers in R1-R4.
<p>7. Launch and establish KTH's Collegial Forum</p> <p>The establishment of a forum representing both local and central issues, is an essential and prioritized ambition for creating good grounds for an open approach to ideas, views and opinions of any matter that contributes to continuous improvements.</p> <p>KTH Kollegialt Forum is the conceptual and summarizing form of the School Faculty Assemblies.</p>	§35	Q4 2020	Faculty Council, Dean of Faculty Anders Forsgren and Vice Dean of Faculty Sofia Ritzén in particular.	<p>Targets: Same targets as for the school assemblies.</p> <p>Indicators: Functioning meetings of high attendance at latest by Q4 2020.</p> <p>The collegial fora have been established during 2020, with intended frequency two per semester. They are open to the members of the school assemblies, i.e., the majority of researchers R2-R4. In addition, there is one representative from R1 for each school.</p>
<p>8. Support for Research Collaboration Competence</p> <p>Research Support Office develops seminar series together with other divisions at KTH - Sustainability Office, Equality Office and KTH Innovation. The seminars are thematic, focusing on competences and challenges necessary for a successful research collaboration leader.</p> <p>Forthcoming seminars and courses for upraising skills emanates on actuality in every aspect and requires a continuous effort to reassure quality.</p>	§31	Continuous	Research Support Office Annika Stensson Trigell, Vice President for Research	<p>Targets: Provide increased visibility and clarity amongst existing activities on the web, linked to other career developing activities produced within KTH.</p> <p>Indicators: At latest by Q2 2021 having published an overview of existing activities on the web, with link to other career developing opportunities.</p>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

(free text, 1000 words maximum)

During the work with the completion of the gap analysis, a meticulous internal assessment of rules, guidelines and praxis has been done, comparing both documents and praxis with the principles of EU C&C. A large number of people have been involved, listed in the Gap Analysis Process, and contributed to what we can see in the outcome of the gap analysis.

The conclusions of the gap analysis are that KTH is already following an Open Recruitment Policy, due to Swedish legislation but also due to internal policies and guidelines.

KTH is applying recruitment procedures based on openness, transparency and merits according to Swedish law, internal policies, rules and guidelines and is following the principles of EU C&C, almost fully but with the exception for the need of adjustments of some documents to updated actuality and translation into English, as expressed in the listed proposed actions above.

However, KTH's challenge is - as is the perpetual challenge in many large organisations of the size of KTH - to really make sure that the principles are consequently followed in praxis throughout the entire organisation, and to make sure that every recruitment team and HR unit are aware of the EU C&C principles and strive for continuous improvements in all aspects of the recruitment procedures. The schools are more or less self-going units.

Improvements are always on the agenda as a consequence of a natural development of circumstances and as alterations of situations occur. Guidelines, policies and procedures need to be accurate and well comprehensible, likewise they need to be easy to find.

The OTM-R toolkit is an excellent tool for this purpose. It has proved to be a valuable means for an efficient internal self-assessment on recruitment procedures and will be of good use in monitoring future endeavors to keep high standards in the entire organisation.

The actions listed above are all tools for reaching out to all departments and units, using increased exchange of communication and the OTM-R-toolkit for implementing EU C&C.

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

URL: https://intra.kth.se/polopoly_fs/1.696451.1562756934!/Appointments%20procedure%20at%20KTH.pdf
https://intra.kth.se/polopoly_fs/1.661854.1562756946!/Guideline_to_the_appointments_procedure.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

The Steering Committee has the overall responsibility for the entire process, overlooking its progress and forthgoing, assuring fulfillment of complied actions.

The Steering Committee consists of the Dean of Faculty, together with the Vice President for Research, the Vice President for Global Relations and overall international co-operations and the University Director. See Process description in the Gap Analysis – Process. (Page 4, Application).

To assure the operative and executive implementation, an **Implementation Committee** has been formed, that consists of the project leader Petra Rosenquist, a quality officer Inger Wikström Öbrand, a senior administrative officer Malin Rytberg from the management office, and – as recommended by the Commissions HRS4R team - representatives for researchers R1-R4. These are the five chairmen of the five School Faculty Councils; Erik Stenberg, Cristina Al-Khalili Szigyarto, Gunnar Malm, Kristina Palm, Susann Boij, representing R2-R4, plus a PHD representative from the Strategic Council, Gloria Samosir, representing R1.

The Implementation Committee coordinates necessary steps for the pursuit of the actions stated according to the Action Plan, and make sure that stakeholder groups are consulted accordingly. The project leader is convening and draftsman to the Steering Committee.

For each stated action there is a responsible unit and a responsible individual who is obliged to take precautions in order to fulfill the specific action, following the stated timeline.

As recommended by the Commissions HRS4R-team, a questionnaire is planned to be transacted within the next 24 months, before the first interim assessment. (See checklist below, point 2.)

The intent is to find out and study how internal policies are functioning and experienced in the organization, if there are discrepancies between intended goals and how they are experienced by our staff. In order to take precautions and make improvements, we also want to improve our understanding on how to monitor compliance to the policies within the different parts of the organization.

The questionnaire is a consulting action amongst the stakeholders and will compensate what could not be pursued in meetings during spring 2020 due to the pandemic situation.

The Implementation Committee will meet on a regular basis.

The Implementation Committee will also be in charge of the Internal Review after 24 months and report to the Steering Committee on the progress of implementing of the actions compiled. Their report will be the basis of the Revised Action Plan.

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

Checklist	*Detailed description and duly justification
1. How will the implementation committee and/or steering group regularly oversee progress?	<i>free text 500 words maximum</i> As above, in general overview.
2. How do you intend to involve the research community, your main stakeholders, in the implementation process?	<i>free text 500 words maximum</i> Representatives of R1 -R4 are integrated in the Implementation Committee.

	<p>The initiative of establishing a number of collegial fora for discussions, primarily the School Assemblies, KTH Collegial Forum, Council for international cooperation and the “Erfa”-groups (Sw. erfarenhet = experience) is in itself an approach to invite, encourage and involve stakeholders at all levels for discussions and to intercept opinions before decisions and consider values of importance out of various perspectives.</p> <p>Furthermore, a questionnaire is planned to be transacted within the next 24 months, before the first interim assessment, with the intent to find out and study how internal policies are functioning and experienced in the organization, if there are discrepancies between intended goals and how they are experienced by our staff. In order to take precautions and make improvements, we also want to improve our understanding on how to monitor compliance to the policies within the different parts of the organization.</p> <p>The Future Faculties’ responsible officers are also crucial and equally important, as channels for collecting opinions, for creating engagement for gender mainstreaming issues at all levels in the organisation and for watching that gender mainstreaming goals are continuously worked for.</p> <p>These fora will be led and managed by top level management; Dean of Faculty, Vice Dean of Faculty, Vice President for global relations together with the International Relations Office, Vice President for Gender Equality, Heads of Schools and Vice Heads of Schools.</p> <p>These leaders, as well as the members of the International Relations Office, are all engaged in various constellations of influence and cooperative contexts, embracing the entire organisation, and with their leadership they are also a guarantee for the impact on both strategic decisions as well as operative realization.</p> <p>The process of planning, controlling and monitoring include all departments, faculties, divisions of University Administration and all schools, so all parts of the university will be involved.</p> <p>KTH is a democratic organisation and have a tradition of making most decisions out of a collegial consensus perspective.</p>
<p>3. How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p><i>free text 500 words maximum</i></p> <p>The principles of EU C&C are fully in line with KTHs ambitions and as appears in the gap analysis, are almost already fully implemented.</p> <p>Undoubtedly, KTH will continue to actively develop procedures and quality standards to the highest possible level, in alignment with both the principles of EU C&C and the National Assurance System which assumes almost congruent quality standards.</p> <p>The strategy of HRS4R has been an appreciated and useful tool for systematic audit of policies and guidelines when preparing the application. As a cross-departmental project it has reached</p>

	<p>out effectively in the entire organization and is now a well-recognized and accepted strategy.</p> <p>As such, it has also been approved of in the integration and synchronization with the overall quality assurance system. Consequently, we have in our future quality work, secured that the HRS4R strategy will be taken into account in every aspect of our endeavor of quality improvement.</p>
4. How will you ensure that the proposed actions are implemented?	<p><i>free text 500 words maximum</i></p> <p>As above. See point 4 Implementation and point 2 in this checklist</p>
5. How will you monitor progress (timeline)?	<p><i>free text 500 words maximum</i></p> <p>As above in general overview.</p>
6. How will you measure progress (indicators) in view of the next assessment?	<p><i>free text 500 words maximum</i></p> <p>The indicators are set as measurable values, as much as possible, with achievable goals and timings set by quarters. If necessary, they will be elaborated more precisely to allow monitoring by the Steering Committee.</p> <p>The total timeline setting last date when the action will be fulfilled, is stated after discussion with each responsible and with awareness of taking a certain extra time into consideration, in case of unexpected events.</p> <p>The implementation of the actions identified in the Action Plan will be incorporated into the regular, annual process of planning, controlling and monitoring the operations at KTH.</p> <p>The Implementation Committee will be in charge of the Internal Review after 24 months and reports to the Steering Committee the progress of the implementing of actions compiled. Their report will be the basis of the Revised Action Plan. They will also be in charge of the next external review and its preparations.</p>

Additional remarks/comments about the proposed implementation process:

<p><i>(free text, 1000 words maximum)</i></p> <p>KTH submitted the endorsement letter in August 2019. The planning of the preparations for the application was made during the summer 2019, following the HRS4R strategy.</p> <p>Worth noticing is that on several occasions, before the formal decision, discussions have been held on different levels within the organisation on the issue of HR C&C and an eventual implementation of the charter and code. Thus, during the preparations for the application, KTH has not worked out of a blank canvas when informing about the intention to implement EU C&C.</p> <p>Ever since the formal decision has been made and the endorsement letter was submitted in August 2019, the entire organisation has been thoroughly informed about the decision, the process and what it means for KTH in all aspects. By means of the intranet, newsletters, reports etc, but mostly and above all by informative meetings and discussions as well as in personal contacts between the project leader and all involved units during the preparations of the application.</p>
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Nevertheless, the unforeseen and unfortunate spreading of the Corona-virus has had an impact on the process, which has forced us to modify some of the preparations.

KTH has during the spring 2020 redirected all teaching, tuition, training and other activities to working and teaching activities via internet and to pursue all activities on a distance basis. Both students and all other staff has been forced to adjust to a situation which has demanded extraordinary efforts from all parts. As many others, we do not know for how long the situation will last, and we have to plan accordingly.

Consequently, the discussion seminars, due to take place at each school during the spring 2020, has not been possible to go through with. In order to compensate this, we will during the whole implementation process make sure that opportunities for discussion will be systematically arranged, and an additional questionnaire is prepared for within the next 24 months, as mentioned in checklist above, point 2.

As the Action Plan indicates, the various formed fora, intended for collegial discussions on relevant matters, will play an important role in this regard. The Implementation Committee has the responsibility to make sure that issues of importance are duly discussed and opinions intercepted and taken into consideration.

Making decisions out of a consensus agreement is also the traditional form for KTH of processing matters of relevance and the organisational infrastructure is set for processing decisions based on collegial influence.

With this we hope to obtain a thorough and well-founded recognition of the principles of EU C&C, saturated in the strategy for obtaining excellent research conditions.