



University of Vaasa

## Human Resources Strategy for Researchers Internal review 2017



HR EXCELLENCE IN RESEARCH

Endorsed on November 15<sup>th</sup>, 2017

Jari Kuusisto, Rector

## INTERNAL REVIEW

Name Organisation under review:  
**The University of Vaasa**

Organisation's contact details:  
**Wolffintie 34, 65200 Vaasa, Finland**

Web-link to published version of organisation's HR Strategy and Action Plan:  
<http://www.uva.fi/careers>

Web-link to organisational recruitment policy (OTM-R principles):  
<http://www.uva.fi/careers>

**SUBMISSION DATE TO THE EUROPEAN COMMISSION: 15.11.2017**

### 1. ORGANISATIONAL INFORMATION

<i>Please provide an update of the key figures for your organisation. Figures marked * are compulsory.</i>	<b>FTE</b>
<b>STAFF &amp; STUDENTS</b>	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	361
Of whom are international (i.e. foreign nationality)	70
Of whom are externally funded (i.e. for whom the organisation is host organisation)	N/A
Of whom are women	144
Of whom are stage R3 or R4 <sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	117
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	69
Of whom are stage R1 = in most organisations corresponding with doctoral level	175
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	465
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget 40 612 000 €	
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...) 29 643 000 €	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) 4 451 755 €	
Annual funding from private, non-government sources, designated for research 1 776 334 €	
<b>ORGANISATIONAL PROFILE</b> (a very brief description of your organisation, max. 100 words)	
<p>The University of Vaasa is business-oriented, multidisciplinary and international. In our focus areas, we conduct impactful research of a high international standard and educate competitive experts in various fields. The education and research that the University provides is wide ranging, spanning from business studies, administration, and technology, to communication.</p> <p>The current strategic period is a time to streamline operations and build a future-proof university. We are strengthening our business orientation. We are directing social sciences and research into communications towards understanding the dynamic of changes in society and the economy.</p> <p>The strength of our university is the community spirit, which promotes multidisciplinary studies and research. The University of Vaasa is a good employer and a desirable place to work.</p>	

## 2. Implementation of the HRS4R strategic action plan 2015 – 2017

For the University of Vaasa, the period following our initial submission of the HRS action plan (2015 – 2017) has been a period of big changes in the operational environment and a time for big decisions. The University of Vaasa has addressed the challenges by clarifying its profile, reallocating resources, and developing the organizational structure and networks. The University of Vaasa aims to operate as a clearly profiled, financially efficient, high-quality independent unit.

In the following narrative we discuss the challenges we have faced during the implementation period of the HRS4R action plan and our solutions to build a stronger, future-proof university. We also describe our plans for the near future: a lot is changing and we are making major investments in renewal.

### **Nation-wide changes in the higher education sector in Finland**

At the national level, the period 2015 – 2017 has been characterized by the specialization (profiling) of higher education institutes, the scarcity of funding, and the reinforcement of the societal impact of education and research. The changes in the national higher education policy will continue further in the following strategic three-year period (2017 to 2020). International competition will take on a clearer role in the field of research and education. This development is being driven primarily by digitalisation and the new opportunities that accompany it.

### **Building up the new strategy**

Implementation of our then newly created HRS4R action plan *Developing a sustainable and attractive research environment* started in January 2015. In the beginning of 2015, the University of Vaasa elected a new Rector – Ms Suvi Ronkainen.

The strategy term was also coming to an end, so the strategy work for the period 2017 - 2020 was initiated and led by the new Rector. A new collaborative way of working was introduced, and several strategy workshops for the staff were held during 2015 – 2016. The participation rate to the workshops was very high and staff members from all personnel groups attended the sessions actively. The feeling that one can participate in the process of forming the future of own work place was appreciated.

Creating the new HRM strategy and updating the HRS4R action plan was also included in the strategy workshops, and the facilitators collected material both concerning the focal areas of teaching and research, management and HR and well-being at work. In addition, a separate HR vision 2020 workshop was held by the HR Services. The workshop was planned and led in cooperation with one of the university's most distinguished professors in the field of HR management, Ms Riitta Viitala. It was also decided, that the HRS4R action plan should be embedded to the HRM strategy as fully as possible, as implementing and follow-up activities of several partly overlapping strategies is not sensible, especially in a relatively small-sized organization.

### **Changes in the university management**

Unfortunately, some months after starting her term as the Rector of the University of Vaasa, the Rector Suvi Ronkainen fell seriously ill. The then newly elected Vice-Rector, Mr Jari Kuusisto took on the Rectorship, first for a fixed-term. In the beginning of 2017 the University Board appointed him as the Rector of the University of Vaasa for the term 2017 – 2020. Ms Suvi Ronkainen continues working at the University of Vaasa as a Senior Advisor until 31.8.2018.

Also the term of the Faculty Deans ended during 2016 and the University appointed new Deans for all of the three Faculties.

The term of the University Board (highest decision-making body of the university) also came to an end in 2017, and the university collegium appointed the new external members for the Board in the Autumn of 2017. The internal Board members will be appointed by an election held 16.11.2017.

### **A time of re-structuring**

The period 2016 – 2017 is characterized by the comprehensive re-structuring of the university organization. The re-structuring was started from the administrative structures, with the project “from processes to services”. The aim has been to bring the administrative services closer to the researchers and gapping the “silos” between the university administrative processes. Faculty administrative on-site services were founded within the faculties guaranteeing the administrative support close-at-hand when needed. The new Service units are lead by Vice-Directors, who meet up regularly to enhance cooperation and internal communication.

The profiling and re-structuring was also started in the Faculty / Academic level. In the end of 2016, the Board of the University decided on one of the biggest changes in the history of the University of Vaasa, by agreeing with the Ministry of Education to discontinue with the language studies degree programmes and thus strengthening the business-oriented profile of the university. The degree studies of languages were transferred to the University of Jyväskylä, as were the staff and students within language studies.

The changes have naturally been prominent, and very challenging especially for those staff members and students that were directly involved. Investing in adequate support services has been of key importance in the time of the big structural changes, and continues to be so. Access to the Occupational Health Care services has been guaranteed for all staff members, and the occupational health psychologist has offered continuous training sessions and workshops to help managing the changes and the stress that the situation causes.

Besides the transfer of language studies, the University has conducted thorough profiling and streamlining of focal academic areas, based on which the academic units have been re-structured. As of 1 January 2018, the University will have four Schools: *Management, Accounting and Finance, Marketing and Communication, and Technology and Innovation.*

The research profile of the University will be strengthened. Discipline based research will continue to be the cornerstone of the Schools, but major research investments will also be channeled to new multidisciplinary platforms, the first of which has already begun operating: *the Vaasa Energy Business Innovation Centre (VEBIC).* In addition, new opportunities will be created in research related to *the digital economy and creative business innovation.*

### **In a nutshell: The University of Vaasa is making major investments in renewal**

We are building a future-proof university. All through these changes and development of the new structures, well-being of our staff and the activities supporting well-being at work (e.g. actions in the HRS4R strategy / the HRM strategy) are essential and will point our development activities in the right direction.

However, we strongly feel that when the new Schools and the new research platforms (led by the newly appointed Deans and Directors) start their operations in January 2018, the HRM strategy and the HRS4R action plan will need to be reconsidered in the light of the new organization. Even though the next step after the internal assessment in University of Vaasa HRS4R process is in fact the external assessment in 2020, **we anticipate the need to revise the action plan already at an earlier stage.** If/when needed, a revised action plan, created in cooperation of the Deans and research staff of the new schools, will be submitted to the Commission one year of following the strategy implementation.

<b>I Ethical and Professional Aspects 1.1.2015 – 31.7.2017</b>				
<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<b>C&amp;C2 Ethical principles: Research ethics and good practice in research</b>				
<i>Providing regular training in Finnish and English on research ethics, data protection and confidentiality protection</i>	Q3 / 2015	<b>Research Services, Graduate School,</b>	<p>The course for Doctoral students is arranged twice a year, both in English and in Finnish.</p> <p>An online self-study package (a Moodle based course) is available for all researchers.</p> <p>New guidelines are also available for all in the University intranet.</p> <p>In addition, various seminars on Research Ethics are arranged annually.</p>	Completed. A continuous arrangement.
<i>Induction module Work Safety and IT Security for all early stage researchers as a part of graduate school orientation days</i>	Q1 / 2015 ongoing bi-annually	<b>Research Services, Graduate School, HR Services</b>	<p>The Graduate school orientation days are arranged bi-annually. The training module Work Safety and IT Security is a part of the orientation days.</p> <p>A majority of the new early stage researchers participate in the module (obligatory for those researchers that are employed by the university).</p>	Completed. Established way-of- working.
<b>C&amp;C Professional Attitude: Project Management</b>				
<i>In-depth knowledge of funding mechanisms in own area of research</i>	Q1 / 2015 - Q3/2017	<b>Research Services, Graduate School</b>	<p>Several in-depth trainings for the research community on project funding, programmes and application processes, e.g. HORIZON 2020 esp. MSCA projects, Academy of Finland funding, ERC Grants.</p> <p>Open calls for applications and research funding opportunities are frequently published in different channels (intranet, weekly newsletter, targeted mailing-lists)</p> <p>Doctoral students: course Managing Doctoral Research and Researcher Skills I and II regularly organised.</p> <p>A long-term in-house training programme for professors and post-docs re: EU funding (2015 – 2016),</p>	Completed. Established way-of-working.  For future development, further feedback is needed from Deans and research groups.

			<p>consisting of lectures and workshops by recognized European trainers and a study visit. The training included preparation of at least one proposal.</p> <p>Together with a consortium of different actors in Vaasa (other HEI's, Chamber of Commerce, City of Vaas) have jointly hired an EU Affairs Manager to support EU project development.</p>	
<i>Developing budget follow-up skills</i>	Q1/2015 – Q3/2017	<p><b>Research Services, Graduate School</b></p> <p><b>Levón Institute Financial Services</b></p> <p><b>Financial Services, HR Services</b></p> <p><b>Financial services, Research services</b></p>	<p>Trainings, e.g. Aiming to Apply for Academy of Finland includes modules on application processes and budgeting</p> <p>A team-budgeting software tool has been created and is now taken into use in Levón Institute (the university's continuing education center and commissioned, externally funded research projects). The tool supports the project managers in long-term financial and personnel planning, and more real-time budget follow-up. In 2018, also other departments and research groups can be trained in taking the tool into use.</p> <p><u>Further actions in the revised action plan 2017 – 2020:</u></p> <p>An Induction Programme for new supervisors is planned and will start along with the new university structure (1.1.2018). One of the modules is focusing on budgeting, personnel planning and university financial structure.</p> <p>Furthermore, the Financial Services will develop the financial reports and reporting tools to support Deans and supervisors in their budget follow-up.</p> <p>Further training needs e.g. A project management and funding information package for the Deans of the new Schools.</p>	Partly completed & on-going in the revised action plan 2017 - 2020
<i>Training in marketing</i>	Q1/2015 –	<b>Research Services,</b>	<b>Several trainings organized during 2015-2017:</b>	Completed and on-going, established way-of-working



		<b>University Management Group</b>	<p><u>Continuing action in the action plan 2017 - 2020</u></p> <p>Confirming the Language Policy Guidelines and putting the policy into action.</p>	
<i>Internal communication: usability and accessibility of intranet materials and information in English</i>		<b>Marketing and Communication Services</b>	<p>The University of Vaasa intranet has been renewed, and the university is gradually taking the new interactive intranet into use. The new intranet is based on communities, wikis and social media tools, and has been created bilingually from the beginning.</p> <p><u>Continuing action in the action plan 2017 – 2020:</u></p> <p>The development work will continue. Use of the intranet among the research staff needs to be monitored.</p>	Partly completed. On-going in the revised action plan 2017 – 2020.
<i>Training in intercultural communication for different target groups</i>	Q1/2015 – Q4/2017	<b>HR Services</b>	<p>Several trainings in intercultural communication during 2014 – 2017, e.g.</p> <ul style="list-style-type: none"> <li>• Characteristics of a multicultural organisation</li> <li>• Country &amp; Culture – seminars (2/year: China, India, Russia, Pakistan, Nigeria, Iran). Getting to know the people we work with and their cultures; lectures by own staff-members.</li> <li>• Cross-cultural team building</li> <li>• Working and studying in Vaasa – workshops for international staff members and doctoral students as a module in the University of Vaasa induction programme.</li> <li>• A staff training course “Language Colleague”, regularly organized active tandem approach to language learning. Also promotes team spirit and foreign staff integration into</li> </ul>	Completed. Established way of working.



			<p>university community and Vaasa region.</p> <p>This topic will continue to be a central part of the Personnel Development activities organized by the University, but not a separate action in the revised action plan.</p>	
<p><i>Continuous language training in Finnish and English</i></p>	<p>Q1/2015 – Q3/2017</p> <p>Q2/2018</p>	<p><b>HR Services</b></p> <p><b>Management Group, HR Services, Language Center</b></p>	<p>Organizing Finnish and English language courses as personnel development at the University level has been standardized. The University organizes regular continuous training in these languages during the academic year.</p> <p>As the staff language learning needs are very heterogenous, the University has also introduced a Language Learning Scheme where it compensates the course fees for the staff members taking part in voluntary language studies outside working hours.</p> <p><u>Further action in the action plan 2017 – 2020:</u></p> <p>The University of Vaasa Language Center has been reorganized, and has currently a growing role in language teaching at the University of Vaasa.</p> <p>Along with the changes in the university organization, the HR Services will pursue a tighter cooperation with the Language Center (within possibilities) concerning personnel language training. This would allow e.g. regular needs-assessments and follow-up on the course results.</p>	<p>Completed. Established way of working.</p>

## **II Recruitment 1.1.2015 – 31.7.2017**

### **C&C 13 Recruitment: Efficient recruitment process**

<p>Developing www-pages: career prospects as well as information, model for assessment</p>	<p>Q3/2016 – Q32017</p>	<p><b>HR Services, Marketing and Communication Services, Employer Branding working group</b></p>	<p>The University of Vaasa new employer / careers pages have been created and open at <a href="http://www.uva.fi/careers">http://www.uva.fi/careers</a>. An Employer Branding working group consisting of the HR training team, professors and other research and teaching staff members and the</p>	<p>Completed. Continuously developed and updated.</p>
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for job seekers outside the EU.			<p>Marketing and communications specialist was formed to work on the employer pages.</p> <p>The pages contain information about the University of Vaasa as an employer, the working community, career opportunities, application process and the selection process.</p> <p>When recruiting to research and teaching positions, the applicants are requested to present their merits in accordance with the CV template by the Finnish Advisory Board on Research Integrity. The standardized template will promote equal assessments of applicants.</p>	
Inform new and existing researchers of the university's four-stage career model and other career opportunities.	Q1/2016 – Q3/2017	<p><b>The Management Group HR Services Graduate school and Research Services</b></p> <p><b>Rector, The University's Appointment Committee, Deans (supported by the Faculty and HR Services)</b></p>	<p>As of Q3/2017 The University of Vaasa is implementing a Tenure Track concept, enabling candidates to plan their career and progress in their career.</p> <p>The new employer pages as well as the intranet pages provide information about the four-stage career model in teaching and research positions.</p> <p>Concerning other career opportunities, special attention is paid to informing the researcher community regularly of the various research funding opportunities (by means of training and internal communication channels).</p> <p>University of Vaasa is taking part in the national TOHTOS project. As part of the project, also other career possibilities and opportunities are presented. This includes career opportunities outside academia.</p> <p><u>Further action in the action plan 2017 – 2020:</u> Monitoring and evaluating the tenure track recruitments and the process.</p>	Partly completed and ongoing.
Clarifying level of teaching	Q2/2015 – Q3/2017	<b>Management Group HR Services</b>	The University of Vaasa recruitment guidelines have been updated. In the updated version of the guidelines	Completed



		<b>The Research Services</b>	<i>for clarifying the status of scholarship researchers.</i>	
Explaining the ins and outs of the doctoral thesis / studies support and research environment (special attention to international students: the Finnish model of doctoral studies)	Q3/2014 – Q3/2017	<b>Graduate school, Research services, Academic services</b>	<p>The topic is partly handled in the Graduate school orientation process, where the supervision model and roles of Doctoral students as well as their supervisors is introduced.</p> <p>General principles applied to the supervision of Doctoral studies are also laid down in the personal study plan signed by the Doctoral student and the supervisor(s).</p> <p>Services for university degree students (incl. Doctoral students) have been strengthened during 2015 – 2017. There is a proper complaints process. All conflicts that may arise between supervisors and Doctoral students are handled following due process in the Education Services.</p> <p>The University is currently recruiting a Director for the Academic Services. The position is new, and the Director will be in charge of the services for all degree students, as well as coordinating the research funding, researcher education, mobility and open science.</p> <p>The University has also appointed a full-time study psychologist, whose services are fully available for all Doctoral students.</p> <p>However, this area is vast and further development is needed. Specific objectives and actions will be formed led by the newly appointed Director of Academic Services.</p>	In progress / continues in the action plan 2017 - 2020
<b>C&amp;C 18 Recognition of mobility experience: International research mobility</b>				
Strengthening support services for international incoming	Q1/2015 ongoing	<b>Management Group HR Services</b>	International HR Services has been established within the University HR department for supporting incoming foreign researchers, their supervisors as well as outgoing researchers. The International HR Services offer personalized welcome	Completed. Further actions in the revised action plan 2017 – 2020.

researchers	Q1/2017 – Q3/2017		<p>advice services for new foreign recruitments: a status checkup after arrival.</p> <p>Furthermore, the University of Vaasa became part of the Euraxess Service Center network in February 2015 (guaranteed advice services for foreign researchers, actively taking part in the European-wide network of Service Centers, Euraxess training seminars and use of the Extranet-materials).</p> <p>An electronic guide is available for incoming foreign researchers at www-pages supporting the relocation and integration: <a href="http://www.uva.fi/expat">www.uva.fi/expat</a>. The electronic guide is placed at the new employer portal of the University, where also a lot of essential information for newcomers is available.</p> <p>The guidelines for recruiting supervisors concerning available relocation assistance and services have been created and approved.</p> <p><u>Further actions in the revised action plan 2017 – 2020:</u> The support services for international incoming researchers will be further strengthened in the new action plan. Activities include e.g. events for networking and integration and dual career services.</p>	
Increased level of support and information (e.g. information seminars) on research mobility, funding mechanisms and opportunities.	Q4/2014 ongoing	<b>Graduate School, Research Services, HR Services, Faculties EU Affairs Manager</b>	<p>Current Research Mobility funding opportunities are marketed in the intranet weekly newsletter of the university. A more thorough review of the available funding can be found in the intranet pages of the Graduate school and the HR services.</p> <p><i>Academics on the Move</i> – a research mobility brochure, where the most essential funding opportunities are presented, was created in 2014, and is regularly updated in ca 2 years interval.</p> <p>At the Faculty level, annual researcher mobility statistics are</p>	Completed.

			<p>provided by the Research Services and brought down to department level, which helps the Faculty management to steer budgeting and support activities on yearly basis.</p> <p>For early stage researchers, the Graduate school issues annual travel grants for different types of research mobility periods. The process is very low-threshold and non-bureaucratic.</p> <p>The Graduate school organizes Aim4EU –events for the research community 5 – 6 times per year, and also other training events to support the mobility funding application processes.</p>	
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### **III Working conditions and social security 1.1.2015 – 31.7.2017**

#### **C&C 23 Research environment: Internal Communication**

Raising awareness of existing guidelines and enhancing communication within the university community. Development of Intranet.	Q3/2015 – Q3/2017	<p><b>Communication and Marketing Services</b></p> <p><b>The Directors and Vice-Directors</b></p> <p><b>Graduate School</b></p>	<p>The new intranet, or rather a collaboration platform “Navi “has been created and is currently gradually replacing the old intranet. Navi is an interactive portal based on wikis, virtual communities and social media features, which also enables it to become a tool for more interactive, real-time communication and information sharing.</p> <p>The intranet has also been created bilingual (Finnish-English) from the beginning, which guarantees equal participation also for non-Finnish staff members.</p> <p>The university services were restructured in 2015 – 2016. The new service structure supports communication between the services and also between services and Faculties, as more of the services for researchers are now placed within the Faculties (Faculty on-site services). The Directors and service managers have weekly meetings to speed up the decision making processes and facilitate information flow.</p> <p>Regarding guidelines concerning the supervision process, an annual</p>	Partly completed and on-going in the revised action plan 2017 – 2020.
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		<b>Graduate School, Council of Research and Education, Deans</b>	<p>supervisor network meeting is organized to enhance communication, networking and spreading best practices.</p> <p><u>Further actions in the revised action plan 2017 – 2020:</u> Strengthening and streamlining Graduate School operations further. Ensuring university level guidelines and practices in all of the new Schools.</p> <p>Starting in 2018, the Graduate School will be led by the University's Council of Research and Education, rather than a separate steering committee for the Graduate school.</p> <p>Each of the Deans will also ensure the following of university guidelines and practices in her/his School.</p>	
<b><i>C&amp;C 23 Research environment: Sharing of know-how and information, networking</i></b>				
Regular cross-functional forums and activities for researchers, supervisors and other members of staff eg. Professor forums	Q1/2016 – Q1/2017	<b>The Rector, The Management Group The HR The Graduate School</b>	<p>When starting to create the new University of Vaasa strategy, a new interactive way of working was introduced. Profiling and defining the university focal areas were done collectively based on workshops, where members of the university community could join and openly contribute to the decision-making.</p> <p>During 2016 and early 2017, several such multidisciplinary strategy workshops were organized. The interactive way of decision-making continues, as e.g. current project of university working facilities development is conducted based on the working groups consisting of university members from different departments and functions.</p> <p>As a further example of networking events is e.g. the annual supervisor network meeting, which is organized to enhance communication, networking and spreading best practices.</p>	Partly completed and on-going in the revised action plan 2017 – 2020.

		<b>Directors of the Research Platforms</b>	<p><u>Further action in the revised action plan 2017 – 2020:</u></p> <p>An essential change in the University internal communications will be introducing the new Research Platforms, where cross-disciplinary, challenge and phenomena driven research is conducted. The Directors of the research platforms will be responsible in creating interaction across academic disciplines within their research programmes. The idea of platforms is also to create collaboration with industry and research partners, thus being drivers of renewal and societal impact.</p>	
Informal and more formal research circles	Q3/2015	<b>Graduate school,</b>	The Graduate school has elected doctoral student representatives for each of the Doctoral programmes. The objective of the student representatives is to arrange networking activities and support for the Doctoral students.	Completed. On-going development activity.
	Q2/2017	<b>HR Services, Work well-being group</b>	The University of Vaasa recognizes the importance of the staff members to have informal joint activities. Therefore, the university will start to support its personnel's spare-time clubs financially. The first round of applications was organized in Q3/2017, and the clubs will start their activities in 2018. In the future, there will be an annual application time for the financial support.	
Means of sharing knowledge and experience to be introduced	Q1/2016 - ongoing	<b>Marketing and Communication Services, Research Services</b>	The new intranet Navi is an interactive portal based on wikis, communities and social media features, which also enables it to become a tool for more interactive, real-time communication and information sharing. Navi is gradually replacing the old intranet.	Completed. On-going development activity.
	Q1/2015 - ongoing		Me and the Science open lecture series – popularizing research for wide audience and strengthening University's societal relevance both in Vaasa and in neighbouring regions (organized 14 times per year)	
	Q2/2016 - ongoing		"Night of Success" – a public event organized once a year together with	



	annually  Q2/2015, ongoing biannually		<p>the Vaasa University Society and local Entrepreneurs' Society. Bringing out success stories and popularizing science.</p> <p>Breakfast sessions with researchers and entrepreneurs from the regions 2 times a year consisting of free talk and an open lecture.</p> <p>Research related intranet Navi communities e.g.: EU-funding, Researchers, Doctoral students.</p> <p>Further concepts for popularizing science and strengthening contacts to the surrounding society will be introduced in the future, e.g. <i>Children's University Day Q2/2018</i></p>	
"Research Café" - settings		<b>Graduate School, Research Services</b>	An example of Research Café settings are the Aim4EU – events, which are arranged 5 – 6 times per year in an innovative setting outside the university.	Completed. On-going development activity.
<b><i>C&amp;C 25 Stability and permanence of employment: Complex funding mechanisms (e.g. length of work contracts for early stage researchers)</i></b>				
Raising internal awareness of funding structures (incl internal and external sources)		<b>The Financial Services The HR Services</b>	<p><u>Actions in the revised action plan 2017 – 2020:</u></p> <p>An Induction Programme for new managers / supervisors is planned and will start along with the new university structure (1.1.2018). One of the modules is focusing on budgeting, personnel planning and university financial structure.</p>	Will be further promoted in the updated action plan 2017 – 2020.
Developing project budgeting and budget follow-up (project researchers)	Q2/2018  Q3/2018	<b>The Financial Services The HR Services  The Financial Services</b>	<p>The Induction Programme for new managers / supervisors. Please see above.</p> <p>A team-budgeting software tool has been created. The tool supports the project managers in long-term financial and personnel planning, and more real-time budget follow-up.</p> <p>In 2018, the tool can be taken into use more widely. The Financial Services will examine and define whether the tool can be taken into use in the School level budgeting. In any case, the tool will be utilized in</p>	Ongoing.

			the research project level and the project managers will be trained in using the tool.	
Speeding up the university budgeting process (timing of making job contracts)		<b>Financial Services Deans Vice-Directors of Facility Services</b>	<p>The new university strategy and the new university structures are important steps in clarifying the internal budgeting. This will speed up the budgeting process substantially.</p> <p>The new university level guidelines for budgeting will be created. The processes and related guidelines will be kept as clear and concise as possible.</p> <p>The Financial Services will develop the financial reports and reporting tools to support Deans and supervisors in their budget follow-up.</p>	Partly completed and ongoing.
<b>C&amp;C 28 Career development: Job orientation</b>				
Graduate school orientation days	Q1/2015 ongoing, established way of working	<b>Graduate School HR Services</b>	<p>The Graduate school orientation days are organized bi-annually (February / September) for all Doctoral students.</p> <p>Since 2015, the orientation days have been organized in cooperation with the HR Services Induction programme for new employees. Three of the HR induction programme modules are available also for the Graduate school students, no matter their status: Researcher's toolbox, Working and Living in Vaasa (for incoming foreign researchers) and Work Safety and IT Security.</p> <p>The orientation days are continuously developed and the participation rate is always high.</p>	Completed.
A concise information package for new Doctoral students	Q1/2015	<b>Graduate School, Research Services</b>	An extensive electronic information package: <i>Researcher's toolbox</i> has been created for researchers. The toolbox is available for all University of Vaasa members in the intranet, and it contains information e.g. on research funding, information retrieval, academic writing, research law, research data management,	Completed.

			<p>communicating / popularizing science, project management, research evaluation, publishing, research ethics just to name a few.</p> <p>Also the Graduate School external webpages, that are open for all, contain a concise information package in the different aspects of Doctoral studies.</p>	
Clarifying the tasks and areas of responsibility in the job orientation process	Q1/2015	<p><b>HR Services, Faculty services</b></p> <p><b>The Management Group</b> <b>The Deans</b> <b>All of the University Services, (the training programme coordinated by the) HR Services</b></p>	<p>An Induction Checklist for new employees starting their careers at the University of Vaasa was created to support the first weeks of the employment. In the checklist, the roles and tasks of the new employee, the manager and the service functions are defined.</p> <p>An Induction Programme is organized twice each year, which will further support the new employee in understanding the workings of the university e.g. from a HR point of view.</p> <p><u>Further actions in the revised action plan 2017 - 2020:</u></p> <p>In the future, the University will invest in the induction of new Directors / managers at work start. A central measure will be creating a mentoring concept.</p>	Partly completed. Will be further promoted in the updated action plan 2017 – 2020.
<b>C&amp;C 30: Career advice</b>				
Development discussions tool for career discussions	Q1/2015 established way of working	<b>HR Services Graduate School</b>	<p>For Doctoral students in employment contracts the personal study plan process has been merged with the salary discussions: the demand level of the task, the level of personal work performance and the progress of the personal study plan of doctoral student will be evaluated annually in March.</p> <p>NOTE! According to the university guidelines, the Doctoral student position is the only position in academia, in which the demand level of the same position can be raised during employment following the progression of the Doctoral theses.</p>	Partly completed. Will be further promoted in the updated action plan 2017 – 2020.

			<p>For other positions, the annual development discussions with the manager are normal praxis and held separate of the salary discussion.</p> <p><u>This action will continue further in the new action plan 2017 – 2020:</u></p> <p>A tool for discussions between the supervisor and the Doctoral student concerning career development and career management will be created (also a target in the national TOHTOS project).</p> <p>An electronic study plan will be created and replace the paper versions of the personal study plans. This will support quality management and enable closer follow-up of the Doctoral studies also at the University level.</p>	
<p>Workshops (e.g. PBL) on career development and career advice incl career opportunities outside the university</p>		<p><b>Graduate School Academic Services HR Services</b></p>	<p>As part of the Graduate School annual survey for the Doctoral students, career advice continues to be a central topic of concern.</p> <p>The Graduate Schools has created guidelines in the external web-pages: Doctors in working life.</p> <p>However, this topic is complex and very actual all around Europe. Many tools and development projects are available e.g. in the TOHTOS project as well as Euraxess TOP III and IV projects.</p> <p><u>This action will be further promoted in the revised action plan 2017 - 2020:</u></p> <p>Starting 1.1.2018 in the new university structure, the Schools are led by the Deans. Each of the professors will also be a manager to her/his research group. As defined in the University's rule of procedure: <i>The manager is responsible for the personnel and the personnel's occupational well-being. The manager is responsible for determining his/her subordinates' job descriptions, setting personal</i></p>	<p>Partly completed. Will be further promoted in the revised action plan.</p>

			<p><i>targets, monitoring performance and progress against targets, and developing competences.</i></p> <p>This includes continuously discussing career development options with the Doctoral students, not only within the university but also outside the university. Also intersectoral mobility (academia – enterprises) must be made possible.</p>	
<b>IV Training 1.1.2015 – 31.7.2017</b>				
<b>C&amp;C 37 Supervision and managerial duties: Complex organisation</b>				
Clarifying and simplifying university organizational structures	Q1/2015 – Q4/2017	<b>The Board</b> <b>The Rectors</b> <b>The Management Group</b> <b>The Faculties</b> <b>The University Services</b>	<p>The need for clarifying and simplifying university organizational structures was recognized as an action in the original University of Vaasa action plan 2014.</p> <p>At that stage it was estimated, though, that during the current strategic period this kind of action was too big to be implemented.</p> <p>However, in the national level, the period 2015 – 2016 brought considerable changes in the university sector in Finland. The state financing decreased significantly and part of the university financing was tied to profiling of the universities and related projects. (For further analysis of the changes in the operating environment, please see the narrative section.)</p> <p>Therefore, the University of Vaasa has undergone a vast reform of organizational structures. The reform includes re-organization of the university services, merging and reorganizing the former Faculties into four new schools (operational 1.1.2018) and establishing 3 research platforms.</p>	Completed. The new structure will be fully operational 1.1.2018.
<b>C&amp;C 39 Access to research training and continuous development: Training opportunities</b>				
Increased training	Q1/2015 –	<b>Graduate School,</b>	The target offering of Graduate School courses at the University of	Completed.

opportunities e.g. Graduate school	Q4/2016	<b>Research Services</b>	<p>Vaasa is set to 8 courses annually. However, the number of courses has increased significantly during 2015 – 2016, and is now established to 14 courses.</p> <p>In addition, several other multidisciplinary seminars are arranged annually.</p>	
Strengthening competence development opportunities at post doctoral stage	Q1/2015 – Q2/2017	<b>Deans, Supervisors, Heads of Unit</b>  <b>Management Group, Deans, Managers (supported by the HR Services when needed)</b>	<p>Currently competence development opportunities organized by e.g. EFMD have been offered to study programme managers.</p> <p>Many of those in managerial positions (or aiming for managerial positions) are also taking part in different kinds of leadership programmes / management trainings. Many of these programmes are organized by the University of Vaasa Levón Institute (centre of continuing education and research and development services). <u>Further action in the revised action plan 2017 – 2020:</u></p> <p>As clearly defined in the newly revised <i>Rule of Procedure of the University</i>, the managers are responsible of the career guidance and competence development of her/his subordinates. In the new university structure, new models for career development will be developed in cooperation with the new Deans, and the managers will have more freedom in organizing the activities in meaningful ways.</p>	Partly completed. Will be further promoted in the revised action plan.
<b>C&amp;C 39 Access to research training and continuous development: Role of Graduate School</b>				
Clarifying and Strengthening the role of the Graduate School.	01/2015 – 02/2017	<b>The Rector The Management Group Graduate school</b>	<p>Full-time co-ordinator for the Graduate School was appointed in 2015.</p> <p>Vice Rector in charge of research activities and development incl. Graduate school was appointed in 2015.</p> <p>During 2015 – 2017, the Graduate school has completed the project of clarifying and unifying guidelines and practices concerning Doctoral</p>	Completed.

			<p>studies.</p> <p>The role of the Graduate school will be further strengthened as starting in 2018, the Graduate School will be led by the University's Council of Research and Education, rather than a separate steering committee for the Graduate school.</p> <p>This will guarantee a higher status for the Graduate school and also ensure that university guidelines and practices will be followed in all Schools.</p>	
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## 4. Implementation

### **Implementation of the HRS4R action-plan 2015 – 2017 and follow-up of activities**

The work with the Human Research Strategy for Researchers at the University of Vaasa is directed by the HR Director, and coordinated by the HR Services of the University. All in all, we estimate that the HRS4R action plan has progressed well despite the big changes in the operating environment. Along with the HR Strategy 2013 – 2016, the HRS4R action plan has been a central tool for the HR development activities. It has supported the HR team and the university management in prioritizing, directing and resourcing development activities. During the annual budgeting, resourcing and personnel planning discussions in the Faculties and in the support services, the HRS4R action plan has been an integral part of the process to ensure that enough resources is allocated for the key development areas.

The implementation of activities has been regularly monitored by a Follow-up group consisting of members from the HR team, the Graduate School, The Research Services and the Education Services (the quality manager). The findings and the progress of the action plan has been reported to the University Management Group biannually (also the Steering Group of the HRS4R process) and the Board of the University annually (spring-term).

The HRS4R progress reports were prepared and presented to the Management Group and the Board of the University simultaneously with the HR Strategy, as the two strategies and the objectives of the actions have been equally important and partly overlapping. Therefore, when assessing the progress and success of the two action plans and when preparing for the final progress reports at the end of the strategy terms, it was decided that **the University of Vaasa will fully integrate the HRS4R action plan and the institutional HR-strategy**. Integration of the two development programs will clarify our operations, ensure better visibility for the development work and guarantee efficient implementation.

### **The revised action plan 2017 - 2020**

Our revised HRM action plan will naturally primarily be based on our current organizational strategy 2017 - 2020, which lays the ground for all university workings. When creating the new strategy, a new collaborative way of working was introduced, and several strategy workshops for the staff were held during 2015 – 2016. The participation rate to the workshops was very high and staff members from all personnel groups attended the sessions actively. HR Management and staff wellbeing was one of the recurring themes in the strategy workshops.

Besides using the results of the strategy workshops as base material for the internal assessment and the revised action plan, a separate HR Vision 2020 workshop was held in Q4/2016. This workshop was planned and held in cooperation with one of the university's most distinguished professors in the field of HR management, Ms Riitta Viitala. Also other findings and surveys were included as input in the internal assessment and revised action plan, when identifying the key development areas (please see attached figure *Identifying Key Development Areas*).

The internal review and the revised action plan have been compiled by the HR Services during Q2 – Q4 / 2017, in cooperation with representatives from the relevant process owners (Management Group, the Graduate School, Research Services, Marketing and Communication Services and Education Services). The HRM strategy including the revised HRS4R action plan has been approved by the Management Group and the Board of the University.

The revised HRS4R action plan 2017 – 2020 is attached to this internal review.



# Identifying key development areas

*The key development areas of the strategic HRM action plan for 2016-2020 are based on the University strategy 2017-2020, findings in internal/external reports and guidelines as well as outcomes of personnel surveys and workshops.*



